

SALES MANAGEMENT

for August

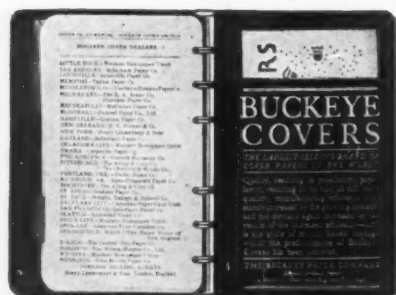


THE Hercules Powder Company after a Year's Investigation has revised its Method of handling Salesmen's Expenses—Complete Details of the New Plan will be found on Page 473 of this Issue.



Twenty Five Cents a Copy

Will Your Catalog Stand the Test?



Competition is growing keener. The seller's market is rapidly changing to a buyer's market. The modern salesman must be highly efficient.

Not only must his goods be right—his equipment must be up-to-date, too. He must be ready to show last-minute information concerning his goods and prices at all times. He needs a catalog and a price book that always say, "Here's what we have **now!**"

How are **you** preparing for the period of decline? Are you ready to meet stiff competition? Are you helping your salesmen to establish a feeling of good will toward your house and your goods? And are your salesmen confident that you are backing them in every way?

Your catalog, printed in loose-leaf or sectional form and assembled in

Badger Loose-Leaf Catalog Binders

will help your men meet competition with up-to-date equipment. It will be up-to-date **always**. As prices or items change, the obsolete pages can be replaced by the latest ones—and the catalog will be "new" all of the time.

So that you may be able to meet even the stiffest competition with modern, efficient equipment—it will pay you to write for facts and suggestions immediately. Ask for our new Catalog Binder Section, and tell us all about your present catalog: size of page, minimum capacity, number required for salesmen and dealers, frequency of issue, etc. We'll be glad to make suggestions—to give you the benefit of twenty years of experience in the field of loose-leaf catalog building.

THE HEINN CO.



MILWAUKEE

WIS.
U.S.A.

FIGHTING WASTE WITH MOVIES

HOW MOVING PICTURES effected a "painless education" at the plant of the National Cash Register Company is told by Alfred Pittman in an article contributed to *Factory* (Chicago). Many a worker, Mr. Pittman tells us, wastes time and material because he fails to realize the amount of these losses. "Preaching" has little effect, but the visualization due to the moving picture accomplished much. A few months ago, writes Mr. Pittman, John H. Patterson, president of the company, discovered that many practises in the factory needed to be corrected, and made a list of them. They were all wastes of one sort or another. All of them were

showed this impressively enough—for any one who was used to statistics. But the workmen were not; they would hardly have read them, much less got the importance of their message. The movie man, therefore, dramatized the figures as an automobile race, done in animated cartoons. There was one month when the car named Production almost—almost caught up with the one named Sales. That was an exciting moment. You wanted, especially if you were a factory man, to see Production go ahead of Sales.

"This was the first scene in the film.

"The factory must get ahead of the selling force," the subtitle said.

"Then there was an animated cartoon to show how wastes



DRAWING PAY FOR IT, TOO.

"There are office men who have no use for a newspaper before opening time."



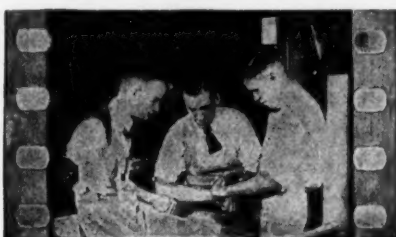
THEY'RE ALL SO INTERESTED!

Sharpening a pencil is such an unusual operation that the workers near by look up to see how it's done.



A LESSON IN MATERIAL-SAVING.

"The hinges are rusty in some men's backs. They drop good stock and do not pick it up."



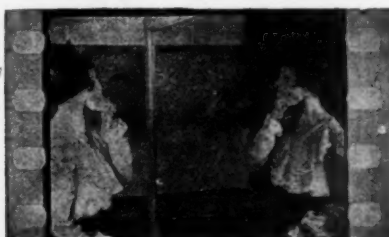
ANOTHER WASTE OF TIME.

"It must have taken lots of practise to become as expert as these men are in matching nickels."



LAX SUPERVISION ALLOWS THIS.

Crap-shooting isn't productive. "These wastes of time are the fault of foremen and other executives."



SUPPOSED TO BE AT WORK.

"That one long last retouch that costs us many thousands a year." Fifteen minutes after she is supposed to be at work.

TIME-WASTERS CAUGHT BY THE MOVIE MAN.

Illustrations by courtesy of "Factory," Chicago

bad for profits. But they were all drafts on the wage fund as well. Many of them were direct deductions from earnings, only the workers did not know it. He decided to try motion-pictures; and the result is a film of a new and significant type. We read:

"Mr. Patterson did not make the mistake of assuming that it would be enough to set a movie operator at work snapping the bad practises he had noticed. The company has motion-picture cameras and operators of its own, but he did not make that mistake. He appreciated that with movies as well as with the human voice there are a good many more wrong ways to tell a story than right ones. And so he employed a man who was skilled in getting messages across with pictures—a scenario expert, in other words—and he made it a point to get one who understood factories and was used to talking (by way of the screen) to workmen.

"This man spent three or four weeks going over the wastes, talking to the men about them, and studying their picture possibilities. By the end of that time he had his scenario. Actual movies, together with animated cartoons, were to tell the story. Then he called in the camera man.

"It happened that production in the factory had for several months been lagging behind sales. The company's most urgent problem was to get output. The figures for the last few months

come out of the fund for profits and wages. The profit-sharing plan at the National Cash Register Company has given the workmen an interest in the profits. For that reason they saw the point better in this next incident.

"An empty circle appeared first, representing all the revenues of the company. Then a segment was marked off in it and labeled Equipment and Buildings, showing the proportion of the revenues that went into them; then other segments for Interest Charges, Materials, and so on, until the last segment remaining was labeled Fund for Wages and Profits. Over a part of this last segment was then imposed a shaded area marked Wasted Time, and, following it, another shaded area marked Wasted Materials, showing how both of these cut down the wage and profit fund.

"The point here could hardly be missed.

"You pay for this lost time" is the next title, and there follows a series of actual shop scenes showing ways in which time is wasted in the factory.

"A man nods at his machine. That really has happened often enough for many of the workers to have seen it.

"There has been a steady rise in output per man at the National Cash Register Company during the last few weeks. Several factors are responsible for this, but the management is satisfied that the picture is one of them.

Jam Handy of the Bray Studios

The Bray Studios offer scenarios schemed by Jamison Handy to suit any industrial purpose and expressed in pictures of the highest known quality. Technical direction by Dean Parmelee, Ben Turbett, Lyle Goldman and Jack A. Norling.

The Bray Pictures Corporation

Eastern Studios, New York City

Sales Office, 208 South La Salle St., Chicago

Western Studios, Chicago

Published Monthly by The Dartnell Corporation, 223 W. Jackson Blvd., Chicago, Ill. Subscription price \$2.50 a year in advance. Entered as second class matter March 12, 1910, at the Post Office at Chicago, Ill., under act of March 3, 1879. Volume 11, No. 11.

of Course this isn't YOU



the Salesman who is always waiting for a big order to turn up

of Course this isn't YOU



the Salesman who gets on the job late

of Course this isn't YOU



the Salesman who doesn't know when to stop talking

A New Series of Salesmanship Cuts

For Livening up the House Organ.

For Imprinting Letter Heads.

For Bulletins, Pay Check Enclosures, etc.

In every sales organization there are men who lose business because they don't know when to stop talking, have the put-off habit or some other weakness. This series of good humored pictures by DeBall, one of the well known cartoonists of the day, pokes fun at these bad habits. They do in a good natured way **impersonally** what might otherwise be a delicate matter to handle. **THIS IS THE FIRST TIME THESE CARTOONS HAVE BEEN OFFERED.** There are twelve (12) single newspaper column cuts to the series dealing with the following subjects:

- 601—"The Salesman Who Wears Sloppy Clothes"
- 602—"The Salesman Who Gets on the Job Late"
- 603—"The Salesman Who Doesn't Know When to Stop Talking"
- 604—"The Salesman Who Lets the Weather Affect His Work"
- 605—"The Salesman Who Is Forever Kicking About His Quota"
- 606—"The Salesman Who Doesn't Believe in Reports"
- 607—"The Salesman Who Is Always Waiting for a Big Order"
- 608—"The Salesman Who Doesn't Think"
- 609—"The Salesman Who Knows Better Than the Office"
- 610—"The Salesman Who Always Pans the House"
- 611—"The Salesman Who Imitates a Gloom"
- 612—"The Salesman Who Tells Smutty Stories"

We can furnish these cartoons in electrotpe form, in standard newspaper column widths, or we can supply you with special zinc etchings to fit any requirements. **THE ENTIRE SERIES IS FULLY PROTECTED BY COPYRIGHT AND ANY INFRINGEMENT WILL BE PROSECUTED.**

Complete Series of Twelve Electros
2½ in. wide, \$20.00

Broken sets \$2.50 each. Special Zincs 8c per in. extra

THE DARTNELL CORPORATION, 223 W. Jackson Blvd., Chicago

Sales Management

A MONTHLY JOURNAL
In the Interest of Better Marketing

Volume Two

Established 1918

Number Eleven

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Renewals: Subscriptions are promptly discontinued upon expiration. Readers desiring to keep their files complete should renew promptly. Back copies cannot be supplied when subscriber fails to notify us of change of address.

Bound Volumes: No more copies of Volume I in bound form are available. Orders are now being filed for present volume ready September 1st, 1920. Over five hundred pages; bound in heavy buckram; lettered in gold. Edition limited to 100 volumes. Price (when ordered in advance), \$5.00.

News Stand Copies: This magazine is not generally sold through news dealers. Copies can, however, usually be secured after the first of the month from the news stands at leading hotels, railroad stations and book stores in the larger cities.

Advertising Rates: Full page advertisements facing reading, run of paper, \$50.00 per insertion. Two-thirds page (across two columns), \$35.00; half-page special island position, \$35.00; half page across columns, \$30.00; third page, one column, \$20.00; \$2.50 a column inch. Classified advertisements, twenty-five cents per line of seven words.

Closing Dates: First forms close on the tenth of the month. Final forms, fifteenth of the month. Publication date, twenty-fifth of the month, all preceding date of issue. To secure proofs of advertisements, copy must be in our hands not later than the tenth.

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128 19
You've been thinking of
thirty five cent magazines
in terms of thousands of
copies circulated among
"quality readers" ©

#

Now think of a thirty five
cent Cosmopolitan in terms
of a million copies (plus)
bought at the full price by
nearly everybody worth while ©

#

Isn't it worth two million
circulation at any lower price?

Michael Joseph

July 1920

Sales Management

A Monthly Journal



Volume Two

Chicago, August, 1920

Number Eleven

Our Experience With Prize Contests

By H. E. Steiner

General Sales Manager, Holcomb & Hoke Mfg. Co., Indianapolis, Ind.

As the sales pendulum swings back sales managers will again be on the lookout for practical methods of taking the valley out of a sensitive sales curve. One of the first things they will decide upon is a good old-fashioned sales contest—the kind we used to have before the war. So we have asked Mr. Steiner, at the head of one of the fastest stepping sales organizations in the country, to tell us what his experience has been along these lines, knowing that you will be interested in what he has found out and is doing. The Holcomb & Hoke Company manufacture a line of diversified specialties, chief of which is their Butterkist Popcorn machine.

I WOULD not say that a prize contest is a cure-all for all sales ails; nor would I say that it is always advisable; but I do know, from many years' experience with prize contests, that they can be made a means of making the good producers do better work, and that they effectively eliminate the weaker salesmen in the course of time.

The men on our sales force have always taken great interest in every sales battle that we have staged. They are out for honors as much as for the prizes themselves. At a banquet which we held at one of our annual conventions the leader on the sales force was presented with the special prize pin which is awarded to the president of our 100 Per Cent Club each year. In acknowledging the prize that was given him as a token of the place he had won, he said to the owners and executives of the company: "Gentlemen, I would not take \$10,000 cold cash for this honor." And he really meant it.

One Contest Doubled Sales

Contests when properly used are great business builders, and if the contest is of the proper sort the good that it accomplishes is lasting.

For example: We wanted to get our men to call upon all Butter-Kist Machine users in their territories. We knew it would be a good thing, for it would not only build up a better feeling between the users and the factory, but it would be a means of assisting salesmen to get a line on new prospects in the territory.

We accomplished this by staging a contest in our merchandising department. This department sells the trade-marked Butter-Kist cartons and bags, also popcorn. The contest was the means of

doubling the business of the merchandising department in one month—that is, we did as much business in bags, cartons and corn as was ever done in any previous month, and our men made twice as much commission money on the supplies sold.

This called their attention to a new avenue of commissions and also made them realize the value of keeping in touch with our present machine users and getting tips on new prospects from these users.

The merchandise department has continued to do a bigger business as a consequence of the contest.

When the Weather Gets Warm

Nearly every month we have some sort of a contest under way. The month of September is generally made complimentary to Mr. J. I. Holcomb. Business received in May is made complimentary to Mr. Fred Hoke. The month of July has been made complimentary to me.

The literature pictured in this issue of SALES MANAGEMENT is part of the printed matter that we used in connection with the July baseball contest.

Now there is nothing new nor startling about a baseball contest. To be quite frank with you, we do not strive for the new or novel. We want contests that are easily understood—simple contests, with a common appeal.

Now when you talk to a salesman about baseball, you are talking about something in which he is vitally interested. He knows that "language."

We can talk to a man in baseball terms and get our message to them with a good hard punch.

Instead of saying "Go out and get

some business," we say, "Come on, old man, get a hit—knock it over the fence—show old Babe Ruth that he's got nothing on you."

And the men certainly enter into the spirit of the contest. They like the game. And they "talk right back to us" in the same "language."

These contests are carefully planned in advance. The July contest was announced in the publication which was mailed here the latter part of June in order to reach the men the early part of July.

We always make a special drive for business during the first ten or fifteen days of the month. In our organization, as in every other, the men have a tendency to "let down" the first few days. We try to overcome this by offering special prizes for orders before the tenth, or orders before the fifteenth.

In July Mr. Holcomb selected a fine silver ice water set for the man who ran up the biggest volume of business in the first ten days.

There was also a loving cup offered for the biggest volume of business for the first fifteen days of the month. We keep the attention of the men directed to these prizes by letters and telegrams.

The Follow-up is the Thing

It has been our experience that a number of firms stage a prize contest and then immediately forget it until the month is over, or the contest is over. A great part of the value of a contest is keeping every contestant informed as to his standing and as to the standing of the other men.

To show you how we followed up the special ice-water set prize, two letters reached our men in regard to this trophy

before the tenth of the month. These letters were printed on special stationery and the letters contained a personal message from Mr. Holcomb. Then on the eighth of the month Mr. Holcomb sent out wires to the leaders in the contest advising them in regard to their standing and what they had to do in order to win.

On the thirteenth of the month telegrams went out to the men who had a chance to win the loving cup offered for the biggest volume of business secured up to the fifteenth.

You will notice that the literature we produce is full of baseball talk and pictures. Just before the contest was announced we mailed a card to every salesman. On this card was pictured a bat. Underneath the bat were the words, "Here is your bat. Step up to home plate and wallop your way to victory." This is one time when knocking is a real virtue.

After the contest was announced we mailed several self-addressed return envelopes used by the salesmen in sending in orders. On this envelope we have pictured a pitcher and a batter—the batter is in the act of swatting the ball. At the top of the envelope we say "Here is another hit for," then comes the company's name and address.

Each salesman receives a number of cut-out baseballs, and with every order that he lands he mails in a baseball with his name on it. These balls are tacked on the bulletin board and show at a glance just what district is in the lead in the contest. (Our sales force is divided into three districts—city, eastern and western.)

There is a special acknowledgement card printed for this July contest, and after the cards have been filled in properly I sign each acknowledgment.

The advertising department had special inquiry blanks printed up. Every inquiry sent out is accompanied by one of the special blanks. This form gives information in regard to the business, rating, location, etc., of the prospect. At the top of this form we have printed in red, "Here's one right over the plate—knock it a mile."

We make it a point to not only keep the men informed in regard to their standing with bulletins, but we are continually in touch with all the men through the medium of wires and personal letters. We put it up to each man individually and try to make every single member of the sales organization feel his responsibility for the success of the contest.

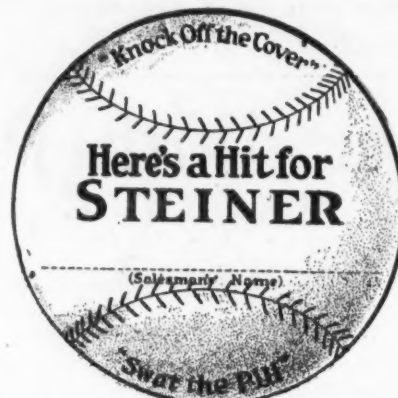
Just before the ending of any contest—that is the final wind-up—any of our men who have the slightest opportunity to win are either reached by wire

or special delivery letters. We try to keep the interest in the contest up to a high point until the very last minute of the time allotted.

Our contests are based on points. For every dollar's worth of business produced a man is given one point.

We give extra points for business produced early in the month, extra points for large cash payment with order, extra points for all-cash sales, etc.

We find that the contests when properly operated can be made to force the



Cards like these were furnished salesmen for use in mailing home "hits."

attention of the salesmen on any certain article in the line. For instance, we find that one of the most effective ways that we have of increasing the peanut toaster sales—which may be lagging—is to give extra points for the sale of every peanut toaster.

Another very important thing in the matter of contests is to give the winners of the contests proper recognition. We feature the prize winners in our sales publication, "The Butter-Kist Booster."

The master salesman, or the man who

We believe in helping our men get ahead—especially our successful men. If they leave us for a better job they have tangible evidence that they have produced big business. They have the prizes, rings, watches, engraved cups, scarf pins, cuff links, etc.—They have their pictures to show among the leaders on the letterheads—they have letters from Mr. Holcomb and Mr. Hoke, congratulating them on the winning of certain prizes—and they have letters over my signature.

These things are all a part of our contest plan and, of course, help to make contests successful. We consider contests a wonderful asset to this business and believe that contests properly worked out will be beneficial to sales forces both large and small.

To firms who are not using prize con-
(Continued on Page 502)

Todd Salesmen Will Bury Poor Alibi Ike

A FEATURE of the forthcoming meeting of the Protectograph Premier Club will be the funeral of Alibi Ike, the salesman who comes back with an alibi in place of the order. For the occasion Alibi Ike will very conveniently die. A monument will be erected on the grounds of the company to his memory. The monument will be suitably inscribed. It will be hollow and inside of it the assistant sales manager of the Todd forces will be concealed. At the opening at the top of the monument, but hidden from view, will be the mouth of a megaphone, with the smoke from the honorable assistant's pipe coming out, indicating the regions to which poor Ike's soul has been consigned. Grave Mark Anthony, garbed in the toga of a Roman senator, will mount the platform and deliver the funeral oration, starting as follows:

"Friends, Proto dollar hunters and Protectographers, Lend me your ears!

I come to bury Alibi Ike, not to praise him.

The complete system sells that man may live after them;

These prospects whom they do not sell, like the poor

Cat in the adage, are sicklied o'er by the pale

Cast of fear, and their enemies, The penman, scratcher and muscle forger With waving of their pens, fan them into despair, etc., etc."

After the oration Crave Mark Anthony will read the litany of Alibi Ike, which the departed will answer from within the tomb. Thereupon a suitable dirge entitled "Pickle my bones in alcohol" will be sung by the funeral quartette.



When a salesman had accumulated a few good hits he sent them "Home" in an envelope like this.

runs up the largest volume of business in any certain month, is pictured on the front of the "Booster" following the month in which he wins.

The seven high men in the sales organization are pictured on the letterheads (which are mailed from here about the 10th of the month) showing the standing of respective men. This letterhead is used for regular sales correspondence up to the last of the month.

"Sorry, But I'm Very Busy Today"

By Edwin G. Longstad

Secretary, Conrades Manufacturing Co., St. Louis.

This is the fourth of a series of articles which are appearing in SALES MANAGEMENT telling of the methods used by salesmen who have become sales managers in handling stereotyped objections for not buying. The first article appeared in the March issue and discussed "The Buyer Who Knows It All." In subsequent issues, "When the Buyer Isn't Interested." Next article in the series, "The Buyer Who Can't See Quality." If you have had any experience with this kind of a buyer tell us about them. Don't worry about the rhetoric, what we want are IDEAS. We are all too busy making money to give much time to fussing with English.

ONE experience the writer had with the "busy buyer" took place in a western city. The gentleman in question was the buyer of the furniture department of a large department store. He was known as a human icicle—unapproachable. The salesman in this territory had cautioned the writer that this man could be gotten to only at certain periods of the day, and then it was doubtful whether or not an interview would be granted. So plans were laid to catch him unawares.

After close questioning of the salesman, we found that it never would do to see the buyer after 11 o'clock in the morning and before 2 or 2:30 in the afternoon. These hours were probably intended for the care of details about the office and for lunch, and to give instructions to the salesmen on the floor. After calling up the young lady in his office, we learned that the gentleman always lunched at 1 o'clock, returning in probably twenty minutes to a half hour. Apparently he was a hasty eater—digestion wrong—maybe partaking of too much of the good things on the menu. We also learned that it was best to give him a half hour to one hour after his lunch hour before talking.

That day we found the gentleman in question was not in the best of humor, as he had discharged an employee on the floor who contradicted some statement that the buyer had made, which infuriated him. So we planned our attack accordingly.

Promptly at 2:30 our salesman and the writer appeared at the buyer's office, but found he was busy on the floor. We had just learned this, when there was a quick patter of feet and a rush into the office by the gentleman in question. Running over to one of the desks he immediately attacked the papers, shuffling and mussing up the already littered desk, in an attempt to find some piece of interest. Whether this was an effort to disconcert us, we won't say, but the writer immediately formulated an idea which would assist some in getting to our sales talk quickly.

Conversation taking place was something like this: "Even though you use great care in placing your papers where you feel sure you can quickly reach them when wanted, some one is bound to disturb things on your desk. I would ask one of the parties who had been at the desk last to find it for me. In that way you would save some time." Snap-

pily turning around to the writer, "Yes, but the worst of it is, who shall I ask?" Stopping to look at the writer for a full moment, remarked, "Well, what is it I can do for you?" Replying, "If your company, Mr. Blank, has any money to invest in furniture, now is the best time to take out that little bank book of yours and sign checks. For we have something which is not only worth the time to look over, but to buy, and that is furniture service." Which, he said, reminded him of a story, but we won't repeat it; and that led on to another story, and for fully one hour we got very well acquainted as story-tellers.

During most of the time we had been standing at a railing, but the writer invited him to sit down on a very comfortable and commodious settee close at hand, explaining that the expended energy could be used to sell our line of goods to his trade.

Photographs naturally were handy, and during our conversation they were placed before him on the floor, in no sort of fashion, merely thrown there to attract his attention while we were story-telling. Finally, and with the end of his cane, he picked out or pushed to one side certain numbers which seemed to attract his attention most, and after a siege of this kind lasting fully a half hour, he placed his order for several hundred dollars worth of chairs.

Sometimes a Letter Will Do the Trick

By R. W. Wheeler,

Eastern Manager, Cleveland Osborn Mfg. Co., New York.

MOST of our salesmen are familiar with the best time of day to see each customer and as a result delays or turn downs are rare. This advance notice we know is an old and very common practice, the worth of which is questioned by many houses, but only this week one of our men remarked upon the fact that where he was unavoidably delayed in reaching a customer it was often commented upon and invariably he finds an order already written and waiting for him. This indicates that the advance card is appreciated by the purchaser as it enables him to check his stock, have the order written at his convenience and thereby conserve his time as well as the salesman's.

With a high priced specialty, and many of our machines run into several thousand dollars each, an inquiry from the prospective buyer is quite likely to result from direct and magazine advertising, but even with the interview solicited by the buyer the salesman is quite likely, unless he arranges his call in advance by telephone or telegraph, to find the individual interested too busy, in conference or otherwise, to see him at that particular hour. In such cases we come to the salesman's aid with a personal letter of which the following is a good illustration:

Gentlemen:

About the first of January, this year, our sales engineer, Mr. E. W. Jacobi, was called upon by yourselves to assist in determining which moulding machines of our manufacture, owned by the Wright-Martin Aircraft Corporation, would be best suited for your work. As we understand it, six or more of their largest machines were purchased by yourselves.

A part of the price of every Osborn moulding machine is intended to cover service after the machine is sold, and it is our aim to see that this service continues until the machine is worn out, regardless of whether or not it changes owners in the meantime.

Mr. Jacobi worked very closely with the Wright-Martin people and was of considerable service to them in obtaining the proper production from our machines on a class of work which was considered rather difficult at the time.

It had occurred to us that you might be about up to the point where you would attempt to make moulds for aluminum castings as well as grey iron on these machines, and with that in mind Mr. Jacobi has called several times to offer his further services, but unfortunately was unable to get his card through to yourself or Mr. Reid. As a matter of fact, he called only yesterday and after waiting a considerable length of time was informed that both Mr. Mathews and Mr. Reid were in conference of indefinite duration and that his card could be presented to no one else.

We realize that it is not always convenient to make appointments very far in advance, but we would appreciate your suggestions as to just how we may succeed in rendering that service to which we think you are entitled on these machines.

Yours very truly,

In nearly every case where we have written a special letter of this kind we have been able to cash in on the salesman's call, either to the extent of getting a definite appointment, or some expression that will enable us to classify the prospect as good or no good. In the case of the letter referred to above the following reply was received:

Gentlemen:

We were indeed very sorry to learn through your letter of the 27th ult. that it was not possible for Mr. Jacobi to get an interview with either Mr. Reid or the writer.

Past experience has taught us that it was very profitable to find time to discuss,

with machine salesmen, more modern methods of putting through work, and we certainly have no intention of departing from this principle.

At the particular time that your Mr. Jacobi called, I recall being in conference with Mr. Reid, our vice-president, Mr. Edson, and the purchasing agent from the Plainfield plant on a very important matter concerning production of our Plainfield plant, and Mr. Reid nor I were not to blame in any way for the inconvenience Mr. Jacobi was put to, although we regret very much that it was not possible for us to interview him at that time.

I shall consider it a personal favor if Mr. Jacobi would be kind enough to give me two or three hours of his time some day in the near future, in the way of going over our present foundry equipment and revamping it, making whatever additions are necessary to permit putting our work through in an economical a manner as is possible.

I would suggest that whenever he finds it convenient to call, to kindly write us and I will 'phone or let him know otherwise whether I shall be free to spend the necessary time with him.

Thanking you for bringing this matter to our attention, I am.

The Harder They Come The Longer They Stay

By P. E. Kriebel,

Sales Manager, American Engineering Co.,
Philadelphia, Pa.

I RECALL some few years ago, I sold paint. Mine is a peculiar and uncommon name. Many good customers had difficulty in recalling it, and the frosty prospects didn't attempt it. I met with the "too busy" frequently, but I came back time and again. Once in a while I would gain admittance, about 50-50, I guess. But I came on, and the greatest compliment ever paid me was one day when on getting access to one of these gentlemen, he said: "Hello, Paint." I knew I would sell him from that moment, because I had tried to make him think of paint when he saw me, and that meant when he heard the word paint, he would instantly think of me—and it was a fact.

The road man is pictured too often as a rhinoceros hided, leather lunged biped capable of going without food or drink for days, of sleeping upon beds whose inside workings are composed of things infernal, and of being so injured to unending separations from the restraining influence of family and friends as to become a menace to neighborhood virtue. The truth is that the successful salesman is temperamentally such that while he may not confess it, he is as sensitive to rebuff as a woman,—and feels it as keenly. But withal he is alert enough upon meeting such an occasion to set about finding means of preventing a recurrence of the same.

Two contingencies must be eliminated from this discussion. In the first, we will grant that the buyer was at the time, genuinely too busy to see callers, a situation which not infrequently arises. Secondly, that we are not dealing with the salesman's alibi, a condition with which sales executives employing large forces have to deal from time to time.

With all due respect to the chapters in many treatises on the subject, in which "the approach" is played up so hard, I feel that such treatment is more often the fault of the buyer than of the salesman—that is in cases where personal

contact is only obtainable through a third party.

Selling a shop keeper or anyone who is immediately approachable, presents one problem. In that case I believe the salesman, prior to his initial call, should learn something of the buyer's personal traits and hobbies, his hours of labor, his busy days, and any other information that would fortify him against inviting such disaster through ignorance.

But the purchasing agent represents a different "breed of cats." The buyer who realizes that the steady stream of salesmen to his door is the cause of his job; that without them there would be little need for a purchasing agent, and who recognizes this fact as his personal asset and treats it as such, is the man who is working for the best interests of his company. Otherwise, he does not get the best prices or service because many salesmen will after a time, avoid him. Aloofness, self importance, coolness or discourtesy, while it should spur

the salesman to harder efforts, does get under the hide of men, especially when given in allopathic doses and continuously. And there is a fraternity among peddlers—a certain pass-the-word-along which has directly resulted in a no-mean number of buyers hunting other connections. The "too busy" sign is this gentleman's favorite subterfuge, and if an audience should be granted, he is of the sort who continues to read his correspondence while the salesman tells his story. He sets about to pierce the story and as an order, he hands out a grunt—which is an order to get out. The sensitiveness of the salesman, his self respect, his breeding, his knowledge of the integrity or size of the company he represents, all combine to cause resentment. Upon introspection, the salesman blames himself, his approach or his armor of the man, and sometimes is able to do so—as frequently not, because the man is inherently a boor.

EVERY account in our house is a George Batten Company account—not the business of any individual. Every account receives the attention of many trained men.

No one in our organization receives a commission.

No one has ever joined our ranks because he could bring business with him, nor has any man ever left our employ and taken an account with him.

Therefore George Batten Company Service has a definite meaning.

We shall appreciate an opportunity of explaining how we operate.



GEORGE BATTEN COMPANY, Inc.

William H. Johns, President

Advertising

10 State Street
BOSTON

381 Fourth Avenue
NEW YORK

McCormick Bldg
CHICAGO

The "Things-Are-a-Little-Slow" Man

By W. Livingston Larned

Few articles have caused more favorable comment than the one by Mr. Larned last month entitled, "Six Men Who Might Have Been." One subscriber wrote: "I owe Mr. Larned a real debt for his excellent article. It made me realize a weakness which I had never before suspected, and I am sure it is going to make me a better sales manager." This article we are sure will be equally well received, for it comes at a time when most of us have a hazy idea that now things are slowing down a bit we can take it easy.

THE smoking car reeked of polyglot tobaccos. The red-faced gentleman, in the narrow seat by the door had broken his last match and was swearing softly.

"You don't generally get the 4:37, do you?" demanded the Sales Manager, looking up from his paper. And the slender little man, with the rabbit expression, smiled guiltily. They shared the seat.

"No," he responded, "things were a bit slow. And rather than just hang around, I thought I'd come up home. Love to work in my garden."

The Sales Manager was just on the point of saying something in reply. But he caught himself. Finally, after a five-minute silence, during which, although he was looking at his paper, he was not reading a line, he observed:

"Still with Newall & Adams?"

"Yep."

"Like it there?"

"Not 'specially; no. You see, those birds don't believe in paying a man more than they must. No bonus, no raise, no nothing. And I'm one of the oldest salesmen they have. Funny, ain't it; but that's business guys for you. The more they make, the more they want to make. They're all the same. There ain't no heart in 'em, and if you don't like it you can get out."

"No raise?" queried the Sales Manager, chewing on his cigar.

"Not a blooming red. That house is as tight as the hair on a bronze dog. Well, so long—here's my station."

And Then His Machinery Runs Down

What was the Sales Manager thinking?

All during the remainder of the ride, he sat in deep and profound study, his newspaper crumpled in his lap, and his brows knitted. What were his thoughts?

We know.

And we'll translate them for you.

He was thinking that Business has a shrewd, inexorable way of judging men and of card-indexing their relative values. Business would much rather put leverage under a competent, ambitious man and shove him straight to the top, than bother with little cotton-stuffed desk and pavement slaves, who, lacking initiative, find their own low level and stick there. One of the greatest of retarding forces is the employee who works only when some reason to is manufactured for him by someone else. His little machinery is wound up and buzzes monotonously along until it runs down. And there he stops, helpless, on his side, inanimate, like a painted automaton.

The valuable employee is the man who is really busiest when there is *nothing for him to do*.

Almost anybody can work on schedule,

from a diagram. Human effort becomes an inspired thing when you step out of the groove and trail-blaze some virgin idea. Columbus would have gone down into history as a commonplace had he been captain of a Fall River boat or stoker on an ocean liner. It was discovering things that gave him first place in your school history.

Mr. Rabbit, of the Suburban train, who talked sentimentally of his vegetable garden, is a type. In the aggregate, he can cause under-production. A fool principle, upon which he works, like a cow tied to a tree, makes him chew grass in a circle, and go no further when he feels the hemp tightening at his collar. And soon there is no more grass for the cud.

When Work is Play

Draw aside the curtains of that big business enterprise, yonder, and watch various ideals incubating. Smith worries because his day is not long enough, but then, after Smith has concluded his routine work, he discovers a thousand and one new leads, and he does not wait to be told to keep his energy in gear—he goes right ahead, savagely "cussing" the clock, when it reminds him the business day is done. Oh, the tremendous vigor and power and glory of *loving to do your work*. Make it play, and it pays you back in joy-coin. Just a little looking around brings absolute conviction that successful men are men who take a keen delight in labor. It's sport. And they can't get too much of it. They create *new reasons* for working, new excuses to keep busy—new objectives, of their own invention.

At half past three Smith's desk was clean. And he had a commuter's garden waiting for him. But Smith went rummaging through the files, found a dozen letters from backward clients, and wrote them individual letters. Two of these letters brought in orders a week later. And Smith had not been told to do it, either.

Brown is a swift, intelligent salesman. Concentration keeps him weeks ahead of his own schedule. But he doesn't play Kelly pool with the left-over hours. If he doesn't land one new prospect every third day, he has the family physician examine his liver. So unlike Bilkins, who has thirty-seven clients, has nearly always had thirty-seven and spends the business year tumbling over these same blocks. It never seems to occur to him to create *new* accounts and *new* customers. Once he has completed his latch-string yanking with the thirty-seven, he stops automatically, and wonders how he can kill time until the gong rings.

Sales managers appreciate men of Jim's caliber; for Jim has more than he can possibly do—if he lived to be a hundred. He has deliberately set out to keep him-

self happily busy. Jim reminds the Sales Manager of both the beaver and the squirrel. He is a builder. He runs to cover, through the slow and slack season, with all the hickory nuts he can find. He scurries up trees for them, and locates them, hidden behind curled leaves. He has a holy horror of running out of something to do.

There is nothing more difficult to do than to feed jobs to the fellow who can't create legitimate methods of his own. It's as bad as trying to entertain a crying child or a spoiled child.

The most valuable man in our organization is an unassuming little individual, with sandy hair and the mental constitution of seven thinkers, rolled into one, and brad-ded on the other side. When things are dull, we turn to him, as the morning glory turns to the sun. He can keep himself busy and he can create incentive for others. He overruns with ideas. They come bubbling to the surface, radiantly, musically, from a deep spring of natural ability. He has never known the humiliation of going home at six, conscious of cheating the Boss, and short-changing the counting room. He wants to give a great deal more than value received.

That's the stuff!

Out beyond the boundary line of your own tiny territory there is a world to conquer.

The perspective is one vast network of orders, of prospects, of new business. Somebody is going to get it. As a rule, the man who gets it is the man who is always on the alert, and who polishes off his "regular work" well in advance of the closing date. A very great executive sales manager who handles men as neatly as a chess player moves his pieces—once made this remark:

A Sales Manager's Advice

"No salesman or solicitor need ever be afraid of failure, if he will only keep this one idea in mind: there is enough business to make him a millionaire in a single season. The supply is inexhaustible. It's merely a case of getting it before someone else does. The whole proposition is *up to you*."

Business is frankly impatient with the man who marks time when there's no commanding officer around. An idle machine is a machine that wastes, and while you may not care to consider it in quite this light: men also are cogs, mechanisms, or units of a vast and complex instrument.

If you are out of mesh with the other cogs, you retard movement, and no business can function properly without movement. Nothing dry rots more speedily, or gathers clinkers and moss with as much deadly sureness, as industry made to stand still.

The chances are that most of us just about break even, in the long run, in the matter of work vs. salary. We may think we are giving too much for too little, but the whole thing has been scientifically charted, and figures show that men, as a rule, are paid justly for what they do. It's not how busy you keep yourself, but how much business you bring in. We know a salesman who made over fifty calls a day on prospects, never the same list, and went to his job at seven. He didn't get enough out of those calls to make him an asset to his concern. There is a vast difference between being a salesman, for example, and selling. One is a name, the other is actual practice.

Fear need never be held for the future of a concern where the human bulwark keeps right on working, long after the assigned and scheduled responsibilities have been completed. But keep one eye on Bradstreet's, and have a conference with credit experts, when you see too many employees, feet cocked on desks, smiling the lazy and indifferent smile of absolute relaxation.

Without realizing it, the man who thrusts his thumbs in his vest and says: "Well, I'm all through for today," is a petty business traitor. Moreover, he is a traitor to himself.

Some of the most constructive, the most helpful, the most innovational successful business ideas have been created by men who thought them out when there was "nothing else to do."

Manufacturers Turn Retailers When Cancellations Pile Up

Retail circles, in both the clothing and the shoe industries, are greatly aroused over the action of manufacturers who are staging "clearance sales" in the larger centers in an effort to liquidate cancelled stocks. The most notable of these has been the Boston shoe sales and the New York clothing sales. It is reported by the Philadelphia *Retail Ledger* that the sales in these cities, unlike those in Chicago and Philadelphia, cut heavily into retail sales and contributed still further to the decline in prices. Says the *Retail Ledger*:

"Tremendous crowds attended the public sale held by the New England shoe manufacturers in Boston. More than \$50,000 worth of merchandise was disposed of the first day of the sale, and more than 30,000 persons attended.

"The action of the New England manufacturers aroused the bitter resentment of the retail shoe trade, and called forth vigorous protest from the New England Shoe Retailers' Association, which even went so far as to consider the possibility of taking legal action against the manufacturers.

"It is certain that the New England factories did not make friends among their home trade by their action, which only served to create a spirit of resentment among the retailers, following, as it did, charges that the retailers previously had been following unfair tactics in the heavy

cancellation of orders, and the announcement of the manufacturers prior to the first talk of the sale that shoe prices had been stabilized.


"The retail trade does not deny that cancellations have been heavy, but figures have been brought to prove that 80 per cent or more of these cancellations were the direct result of delayed deliveries, the merchants refusing to accept shipments which reached them too late for the season.

"On the other hand, it is pointed out that by no means all of the shoes sold at the sale were sold directly to consumers, but that many contracts were made with jobbers attracted to the event in the hope of picking up bargains.

"The factories claim that by thus turning dead stock into cash they have put themselves in position to manufacture for the coming season at prices much lower than they otherwise would have to ask of the retail trade."

How Fertilizer Association Is Creating New Users

An excellent illustration of the practical work which a well organized and adequately financed association of manufacturers can do, in addition to the usual co-operative advertising campaign, is to be found in the work of the soil improvement committee of the National Fertilizer Association. This committee, acting with the faculty of the Pennsylvania State College School of Agriculture, trained two hundred students to sell fertilizer. The students were put through an intensive four-day course, in which the faculty of the college participated, and left the State College on July 7th to engage in field work. Fertility experts from Cornell University, North Carolina and Pennsylvania State Colleges, and experts from the United States Department of Agriculture assisted in the instruction course.




The KEYSTONE PLAN

Opens a Bigger Market
 Discloses Hidden Profits
 Discounts Time - Speeds Sales
 Finds Capital - Builds Good Will
 Energizes Dealers
 Unlocks the Hardest Problems
 Increases any Business

Exclusively applied by

GREIG & WARD

ADVERTISING
Chicago



How We Handle Salesmen's Expenses

By W. A. Staving

Manager, Sales Statistical Division, Hercules Powder Co., Wilmington, Del.

About a year ago, Mr. Staving called at our offices in connection with an investigation he was making preliminary to revising the methods used by his company in handling salesmen's expense accounts. In reciprocity for the co-operation we were able to extend to him, he has very kindly given us the full details of their revised plan, which we are pleased to pass on to you for what they may be worth. It is a subject that will warrant close study, because the need for reducing selling expense will become more and more urgent as time goes on.

WHEN we start a man on the road we give him an amount of money which we term his expense fund and which is usually sufficient to permit him to travel for thirty days, this, of course, depending upon the territory he covers. It has been my experience that men in the West require larger funds than they do in the East. This fund may be two hundred, three hundred or five hundred dollars and is made up of checks in denominations of twenty and fifty dollars. These checks carry two signatures and are payable at our New York bank. The man is instructed to cash checks as he needs the money, keeping a record of the numbers of his checks when he cashes them, and reports on daily expense report, which I will explain later, the amount of cash, the amount of checks and the total to be accounted for, rendering a daily account of money spent.

We reimburse our salesmen semi-monthly in that we send them checks for the amount of money they have spent from the first to the fifteenth of the month on the twenty-fifth of the month and from the fifteenth to the thirty-first of the month on the tenth of the following month. This enables him at all times to balance his fund by adding together the amount of money he has on hand at the end of any period with the checks we have sent him, reimbursing him for the period and the amount of money he has spent since the end of the period up to the time he receives his reimbursement, and the total of these three amounts should equal his fund allowance.

From this system you will see that the checks in the hands of our salesmen represent money in our New York bank, upon which we are drawing interest, and no money is actually drawn for traveling expenses until it is needed, and when you

consider that we have approximately seventy-five men on the road, our expense account is a considerable item.

Our salesmen report to the branch office manager, who is responsible for all money spent in his territory, which includes the operation of his office, salaries and salesmen's expenses. Consequently he is ex-

posed to carry sufficient linen for one week's traveling, and in cases where it is necessary for us to send a man on a special trip which will not permit him to return to his headquarters, we allow him laundry charges only in excess of one week.

We do not limit expenditures of our salesmen by stipulating that they shall spend not more than a certain sum each day, as they are permitted to handle our funds just as though they were their own in regard to living expenses, and we have not found many cases of excessive expenditures. The daily expense report is made in triplicate; the original is mailed direct to this office, the duplicate to the branch office and the triuplicate is retained by the salesman as his permanent record.

Our daily expense record is attached hereto and marked "A." It will be noted that there are three onionskin sheets and one card. These are kept in our Accounting Department, pencil carbon paper being inserted in each set for every salesman, and as the reports are received

the details are entered on the sheet. At the end of the first period one sheet is detached and becomes part of the voucher record, showing the amount of money the salesman has received as reimbursement. At the close of the month the card is sent to the Statistical Division, where it is filed in folder marked "B," two issue sheets are then sent to the branch office, one for their files and the other is sent to the salesman with the branch office manager's comments on his month's work. From these sheets we are able at all times to tell just how salesmen are spending their funds and it will be noted that we have blocked off in separate totals transportation, and in the second block to the right all living expenses, which include room, meals, telephone and tele-

Daily Reports are copied on to a Monthly Summary sheet (a) which in turn are copied on to a yearly summary folder (b). The monthly expense accounts are then filed in the folder as shown.

tremely interested in the amount of money his salesmen spend for traveling expenses, as he is given a statement monthly showing his selling expense compared to the amount of business he has done. One item which largely enters into his selling expense is the traveling expense, which receives his careful scrutiny each day, as our salesmen are cautioned to render their accounts daily on form attached, which for convenience I have marked "C."

The daily expense report is self-explanatory in that it provides space for all allowable items. It would probably be interesting to you to know that we do not allow our men laundry charges except in extreme cases. Most of our salesmen are able to get back to their headquarters once

The folder "B" is used simply as a monthly summary and recap for the year and is valuable as a ready reference when information is desired as to the expenditures of any of our men.

We have succeeded in cutting down considerably our incidental expense item because we have found that it is no longer necessary to do any extensive entertaining to secure business, and at a recent meeting of our salesmen in one of our branch offices I was surprised to hear one of our men make the statement that he had discontinued entirely passing out the customary courtesy cigar and has suffered no

It is not necessary for us to make any adjustment in our sales cost records for variations in our expense system for the reason that we have sub-divided our sell-

DAILY REPORT No. _____ **OF** _____
REPRESENTING _____ **CITY** _____ **STATE** _____
AT _____
DAY OF WEEK _____ **DATE** _____ **19** _____

BALANCE BROUGHT FORWARD	\$		
CHECKS RECEIVED	\$		
TOTAL TO ACCOUNT FOR	\$		
R. R. FARE	\$		
R. R. FARE	\$		
LIVERY	\$		
PULLMAN	\$		
ROOM AT	\$		
MEAL A N.	\$		
MEAL ROOM	\$		
MEAL P. M.	\$		
TEL AND TELEGRAMS	\$		
OTHER EXPENSE	\$		
TOTAL	\$		
INCIDENTALS (DETAIL)			
TOTAL INC	\$		
TARGETS NO.	\$		
SHELLS NO.	\$		
Total Expenses for the Day \$			
- BALANCE FUND ON HAND FORWARD	\$		
IN CASH	\$		
IN CHECK	\$		
IN MILEAGE	\$		

PLACES VISITED	NO OF CUSTOMERS LISTED IN BLUE BOOK	NUMBER OF CUSTOMERS CALLED ON	NO IN TRADE ROUTE BLUE

IF ANY TRAPSHOOTING DONE, FILL IN THE FOLLOWING

SHELL	POWDER	SHOT AT	BROKE

MENTION ALL WORK OTHER THAN CALLING ON TRADE AND RECORD ANY CHANGE IN WEEKLY ROUTE AS FURNISHED

These Daily Reports (c) fit the pocket and come in pads.

ing expense items under such heads as "Salaries," designated as S. E. S. L.; "Traveling Expense," designated as S. E. T. E.; "Office Rent and Expense," designated as S. E. O. R.; "Stationery and Printing," designated as Selling Expense—Stationery and Printing. Included in this also are special accounts for advertising and promotion of agricultural sales. These, however, have no bearing on the regular salesmen. When a report is received from a salesman showing a certain amount of money spent, it is immediately charged to Selling Expense, Traveling Expense, and such other items as he has spent which have no direct bearing on traveling expense. For example, he sometimes finds it necessary to pay express charges on shipments of samples to our works for analysis. These items are picked out on each individual report and charged direct to the account to which they apply. You can see from this that as our charges are segregated daily from our expense reports there is never any necessity for special allowances in our cost system for variable items.

Our expense system carries no limit as to the amount expended for hotel, meals, etc., as we leave this matter entirely up to the salesmen and we have had excellent results through the fact that a salesman is proud to be able to have no strings on the purse of the company in his possession and we have by this means accomplished

(Continued on page 511)

GRAPHIC MARKING DEVICES

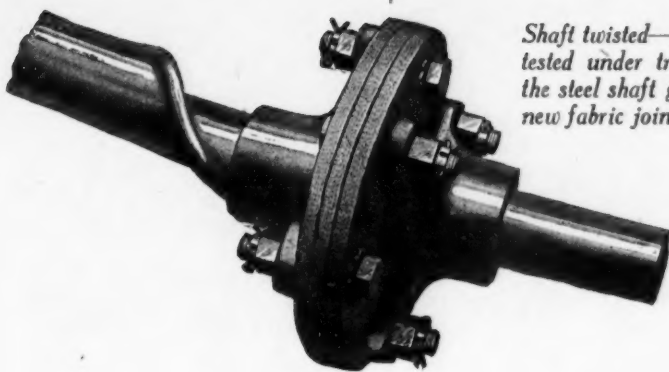
**FOR
MAPS
AND
CHARTS**



CHART BOOK—Loose Leaf
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EDEXCO MECHANICAL GRAPHS
make it easy to show results daily. Booklet
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Educational Exhibition Company
234 Custom House Street Providence, R. I.



*Shaft twisted—joint unharmed:
tested under tremendous stress,
the steel shaft gave way, but the
new fabric joint was uninjured.*

New basic principle in design sold to 64 firms

*How one manufacturer won rapid increase
in volume against unusual resistance*

FOR most firms, the closing of an order is only an incident in the work of the sales department.

Others have on their books one or two entries that mark really historic achievements in selling. The record of dramatic moments, of serious obstacles met and overcome, usually centers around a few big accounts.

But one firm recently found that such big accounts offered the *only* avenue to orders. Every sale had to be made on a large scale against heavy resistance.

The product itself was a remarkable new type of universal joint for passenger cars and trucks. Its coupling was made of *fabric* instead of *metal*. It eliminated many familiar troubles caused by the old type of *metal* universals.

But for years the old type of joint had been a standard part of motor car construction. It was accepted by manufacturers, by the trade and by the public.

To secure a market for the new Thermoid-Hardy Universal Joint, it was necessary to sell to manufacturers a new basic principle in design. The

sale depended not merely on one or two executives, but often on directors, engineers, superintendents, even foremen—on many men who were entirely beyond reach.

Not only was it vital to influence all these men who directly determined the purchase—but also to educate the trade and the public to the advantages of this new, highly technical product.

To win sales rapidly, the new joint had to become a real selling point for the firm that adopted it. Manufacturers, the trade and the public all had to be reached and influenced. It was this resistance to every sale that created at once unusual problems and unusual opportunities in co-ordinating sound advertising with the work of the sales department.

In 1918 the story of this product was told only in trade and technical papers. Beginning with 1919, national campaigns have been released in general publications.

Already 64 leading makers of trucks and automobiles are using the Thermoid-Hardy Universal Joint.

It has been the privilege of the J. Walter Thompson Company to co-operate with the manufacturer in working out the problems of selling and advertising this new product.

J. WALTER THOMPSON COMPANY

NEW YORK CHICAGO BOSTON CINCINNATI LONDON



**Will YOU Profit
by the Experience of
The California Packing
Corporation?**

The California Packing Corporation of San Francisco, Cal., packers of the "Del Monte" Brand of Food Products, use 151 Dictaphones in their various departments. The records of this corporation show that since the installation of The Dictaphone the volume of correspondence has almost doubled, while

the cost per letter has been materially reduced.

Whether your office is large or small, ask us to install Dictaphones in *your* office, on *your* work. Then let The Dictaphone prove its case on a definite basis of speed, greater efficiency, and decided economies in letter costs. Ask for a trial test.

THE DICTAPHONE

Reg. U. S. Pat. Off. and Foreign Countries

"The Shortest Route to the Mail-Chute"

Western Union Telegraph Company, J. H. Will-
ever, Vice-President in charge of Commercial Department, says: "The Dictaphone is in extensive use in our various departments and is giving good satisfaction. After The Dictaphone was tried out experimentally in the first instance, a short experience showed it to be a time-and-money saver. Our use of The Dictaphone has grown steadily."

Hartford Accident and Indemnity Co., Hartford, Conn., A. V. Cornell, Supervisor Audit Department at Chicago, says: "The 14 Dictaphones in our Claim Audit Department at Chicago speed up letter production. They make it possible for our executives and their assistants to dictate every detail of an important subject while it is fresh in their minds. For after-office-hours dictating, The Dictaphone is indispensable."

*Phone or write our Branch nearest you for convincing demonstration
in your office, on your work, and for Booklet, "The Man at the Desk."*

THE DICTAPHONE, Woolworth Building, New York City

Branches



Akron, Ohio
Atlanta, Ga.
Baltimore, Md.
Birmingham, Ala.
Boston, Mass.
Buffalo, N. Y.
Chicago, Ill.
Cincinnati, Ohio

Cleveland, Ohio
Dallas, Texas
Denver, Colorado
Des Moines, Iowa
Detroit, Mich.
Grand Rapids, Mich.
Hartford, Conn.
Indianapolis, Ind.

Kansas City, Mo.
Los Angeles, Cal.
Minneapolis, Minn.
New Haven, Conn.
New Orleans, La.
Philadelphia, Pa.
Pittsburgh, Pa.
Portland, Ore.

Providence, R. I.
Rochester, N. Y.
Salt Lake City, Utah
San Francisco, Cal.
Springfield, Mass.
St. Louis, Mo.
St. Paul, Minn.
Seattle, Wash.

Spokane, Wash.
Syracuse, N. Y.
Toledo, Ohio
Washington, D. C.
Worcester, Mass.
Montreal, Can.
Toronto, Ont.

There is but one Dictaphone, trade-marked "The Dictaphone," made and merchandised by the Columbia Graphophone Company.

Wrong Letters Made Right

By Cameron McPherson

Letter writing is a good deal like piano playing. In both cases the big thing is practice. You can't read a book on how to play the piano and then sit down and rattle off a Liszt Rhapsody. Writing letters that pull is about 98 percent practice, persistently trying to do better, and about 2 percent book learning. A sales executive can, however, greatly improve his letters by studying the work of other letter writers, as this article will show.

SOMETIMES the thing that makes a letter pull is so trivial that its importance isn't even suspected. As for example rewriting the opening paragraph so that it touches what advertising men call a "live nerve." The sales manager for a shoe concern wanted to bring some of the dead accounts on his books to life. The logical thing to do was to write them and ask them why they stopped buying. So he did. His letter follows:

In going over our books I notice that you have bought nothing from us for nearly a year. If it is any fault of ours it is my business to straighten it out. Won't you write me fully, telling me just why you quit buying, using the bottom of this letter and the enclosed stamped envelope for your reply?

The letter went out to about 2,000 names. It was individually typed and in every case addressed to the individual who had done the buying at the time of last purchase. But it brought only a fair response. Not only were the results disappointing in numbers, but the replies were unsatisfactory. The space provided was too small causing unnecessary brevity. This made it difficult to find a place in the reply for driving in the entering wedge. So a consultation was held and the secretary of the company, an old advertising man, suggested something that would make the customer see the situation through his own glasses. The following letter was then framed and mailed to the M to Z ledger, the first letter having gone out to the A to M accounts:

Ever had a good customer suddenly quit buying goods in your store? If so, what did you do? You waited until you saw him again and then said frankly: "We haven't seen you in the store lately, Mr. Jones. What, if anything, is the matter?"

You went at him STRAIGHT FROM THE SHOULDER in an attempt to find the real reason why he quit you. Then Mr. Jones probably told you EQUALLY FRANKLY his reasons. If his complaint was a just one and you had made a mistake, or had been wrong—we're none of us perfect—you did your level best to make amends.

This is just the attitude in which I am writing you this morning. I can't see you face to face, but I can TALK with you. We haven't had an order from you for some time, and I would certainly appreciate it if you told me "right out in meeting" WHY NOT. If any department of this business has failed you I want to know it.

The fact that this business isn't PERFECT is surely not due to any lack of effort on our part, or because we aren't trying to make it so. Every season finds us grown out of last year's clothes. Every season finds us selling better shoes and working harder WITH our customers to make THEIR sales larger, cleaner and better.

Just put yourself in my place for a minute or so. Turn this sheet over NOW, and answer this letter as you would like to have answered if you had written it. Don't mince words. Give it to me "hot off the bat". Enclosed is stamped envelope to make an answer convenient.

Very sincerely,

It took a little more time to type this seemingly verbose letter but the difference in results was astounding. Instead of a mere dribble of replies, upwards of 90 per cent of all those to whom the letter was mailed made some sort of a reply, and the character of the replies was quite different. Instead of being brief and business like, they were friendly and sincere. They were letters which any good correspondent could quite easily turn to advantage. As a result over half of the accounts were put back on the books—and in the shoe business an account is an account.

I know of another concern selling fertilizer direct to farmers who for years used to send out multigraphed letters every year by the thousands. These letters brought in a certain amount of business, but the returns were never what you would call large. They were just the usual stereotyped form letter, such as all fertilizer companies send out, and no doubt the farmer received a dozen like it during the season. About a year ago the old timer who had been sales manager of the concern since it first started decided to retire. A young salesman who had been breaking records out in North Carolina was called in to take the job. The first thing he did

after he got his feet on the ground was to make a change of three paragraphs in the two page letter which had been used every year since the business was founded. Here is how the revised letter started out:

Dear Mr. Brown:

If you would do as Hank Smith is doing—he lives over in Jones county—you would get at least a third bigger yield of corn.

Last year Hank's corn, as you may remember, took first prize at the Bacon fair, and he netted almost one-third as much on his fifty acre crop as any other farmer in the county.

Then in the next paragraph the letter explained that these results had been secured through the use of the XX brand of fertilizers, and the balance of the letter was devoted to telling the farmer that while all fertilizers may look alike there was a world of difference in the way they performed. The big idea behind the letter was to change the three opening paragraphs for every four or five counties, in this way getting a touch of local color—and personal point of contact—which was lacking in the general letter. By carefully grouping the mailing list this was accomplished, so that a cotton grower would get a letter telling about what some other cotton grower in his locality, with the same soil conditions, the same climatic conditions and the same labor conditions *had actually done*. Is it any wonder the revised letter pulled four to one over the old hit or miss affair? It cost a little more money to get it out, I will admit, but the first cost of a sales letter is of no matter. The only thing that counts is the business produced. I know I'll spend \$100 more any day if you can show me \$10,000 more business as a result. So will any other sane man if you put it to him that way—but there is a mighty large percentage of our so-called "hard-headed" business men who won't let go an extra dollar for getting out better pulling letters and fool themselves into believing they are saving money by doing it!

The Lack Manufacturing Company, Paducah, Kentucky, makers of the multi-disc aluminum wheel, have appointed D. M. RHOADES sales manager. Mr. Rhoades was formerly associated with the General Motors Corporation.



Figures on map show combined net circulation by states of the seven Southern farm papers composing the Southern Farm Papers' Association. Total circulation is 850,023. This territory comprises one-fourth of the total farm area of the country, but has two-fifths of the total live stock and crop value.

The so-called "national" farm papers and periodicals do not reach the South to any great extent. To be truly national every advertising campaign must include the Southern farm papers.

The national publications cannot possibly interest the Southern farmers as can the sectional papers which give information especially adapted to their own section.

Diversification Spells Prosperity for the South

Cotton has always been, and always will be, an important crop in the South, but the South is not a one-crop section and is not dependent upon cotton to half as great an extent as some people believe.

In fact, it might be said that the "cotton shackles" which in the past have bound Southern farmers more or less have been broken.

Cotton is selling for a bigger price than ever before, but less acreage is devoted to it and a greater acreage to diversified crops.

For instance, in the ten cotton producing states of North and South Carolina, Georgia, Florida, Alabama, Mississippi, Louisiana, Texas, Arkansas, and Oklahoma, 95 per cent of the cotton crop of the United States is grown, and yet only 36.4 per cent of the total reported crop area in these states was in cotton in 1919; whereas, the average for the past five years for cotton was 38.5 per cent and for the five years before that—1910 to 1914—it was 44.5 per cent.

Last year corn and cotton combined comprised 74.4 per cent of the total reported crop acreage, which compared with an average of 77.6 per cent for the past five years. Miscellaneous crops increased from 14.6 per cent of the total crop acreage for the five-year period of 1910 to 1914 to 25.6 per cent in 1919.

The five-year average—1910 to 1914—for acreage devoted to corn, wheat, oats, barley, buckwheat, rye, potatoes, sweet potatoes, hay, tobacco and rice in these cotton-growing states was a little more than 42,000,000 and for cotton 34,000,000; for the five-year average from 1915 to 1919 diversified crops were grown on 52,000,000

acres, or an increase of 10,000,000 acres, while cotton decreased approximately 2,000,000 acres.

In 1917 these states devoted 52,000,000 acres to diversified crops and 32,500,000 to cotton; in 1918 nearly 52,000,000 to diversified crops and between 34,000,000 and 35,000,000 to cotton. In 1919 diversified crops were grown on over 56,000,000 acres and only slightly above 32,000,000 acres were devoted to cotton.

These figures present food for thought for those who think the South grows nothing but cotton. The South is a land of prosperity, and cotton is playing its part in bringing this about, but it is by no means the only money crop. The South has one-fourth of the total farm area, but two-fifths of the total crop and live stock value of the entire country.

The whole cotton crop could be wiped out with one sweep and the diversified crops now grown would be worth more than cotton and diversified crops combined a few years ago. This shows that the South is on a solid foundation, and it means prosperity for the farmers for years to come, regardless of whether or not strikes continue or discontinue. This big \$10,000,000,000 (ten billion) market is a fertile field for sales in almost any line.

The farmers of the South are buying modern implements, tractors, lighting plants, automobiles, trucks, etc., as never before. You can get your share of this business by advertising in the papers of the Southern Farm Papers' Association—the only papers that reach this big market. Full particulars gladly furnished to anyone interested.

SOUTHERN FARM PAPERS' ASSOCIATION

PROGRESSIVE FARMER
Birmingham, Ala. Raleigh, N. C.
Memphis, Tenn. Dallas, Tex.

SOUTHERN PLANTER
Richmond, Va.

SOUTHERN RURALIST
Atlanta, Ga.
MODERN FARMING
New Orleans, La.
FLORIDA GROWER
Tampa, Fla.

SOUTHERN AGRICULTURIST
Nashville, Tenn.
SOUTHERN CULTIVATOR
Atlanta, Ga.

Dominate Philadelphia

U. S. Census figures again confirm its rank
as the third largest market in America

Population within city limits.....	1,823,158
Population of Philadelphia trading territory	3,000,000
Separate dwellings in Philadelphia.....	367,236
Manufacturing places in "The World's Workshop"	16,000
Wholesalers, retailers, jobbers	48,000

You can at one cost reach the greatest number
of possible consumers in the Philadelphia terri-
tory by concentrating your advertising in the
newspaper "nearly everybody reads"—

The Bulletin

Net paid average circulation for the six months ending
April 1, 1920, as per U. S. Post Office report: 466,732 copies
a day.

No prize, premium, coupon or other artificial methods of
stimulating circulation have ever been used by The Bulletin.

**"In Philadelphia"
Nearly Everybody Reads
The Bulletin**

More "Pep" for Jobber's Salesmen

The Drive of the Federal Miniature Division, National Lamp Works of the General Electric Company

Getting the jobber's salesmen to actually sell a manufacturer's product, instead of merely taking orders for it, has long been a thorn in the manufacturer's side. There is always a certain resistance from the jobber himself, who does not take kindly to the manufacturer meddling with his salesmen; and, too, it is difficult to make much of a dent in the indifference of the salesmen themselves. Both of these difficulties have been circumvented in the campaign here described, and for that reason it should prove suggestive to other manufacturers selling through jobbers no matter what the line may be.

ONE of the most spectacular campaigns to secure the support of jobbers' salesmen is now being conducted by the New York and Chicago district offices of the Federal Miniature Division, National Lamp Works of the General Electric Company. While it is too early to say that the campaign has been a success so far as paying out in direct sales is concerned, the enthusiastic reception accorded the plan by the jobbers themselves, and the many evidences of results in awakening jobbers' salesmen to overlooked opportunities, indicates that the campaign is taking hold and bids fair to become one of the most effective drives of its kind so far attempted by a single manufacturer.

The outstanding feature of the plan, and the element which undoubtedly will contribute most largely to its success, is the unique manner of dramatizing what would otherwise be a commonplace idea. Those who had this phase of the campaign in hand realized that two things were necessary to make a jobbers' campaign a success. First it was necessary to embody in it elements which would look like real business to the jobber himself. Jobbers are growing weary of co-operating with concerns who content themselves with sending out a few stereotyped letters to the salesmen. They rightfully argue that the salesmen have enough to read without being burdened down with humdrum letters from numberless concerns telling them to push this, that and the other product. About all such letters accomplish is to divert the salesmen from his main job, which is to push the sale of articles on which the jobber makes the most profit. The second necessary element in a campaign to jobbers' salesmen is to dramatize the central idea in such a way that it will not only make the necessary impression on the salesman's mind, but will arouse his interest and stimulate real enthusiasm. The last is not as easily done as might be imagined.

In the case of the present campaign the trade mark of the company was selected as the point of greatest opportunity. Just as Swift & Co. speak of their trade mark as "The Arrow-S" mark, the Federal Lamp Works refer to their mark as the "Oval-F." This suggested the picturesque brand marks of the Western plains and the possibilities of weaving about it all the romance and manliness of the cattle country. Salesmen are men's men, and respond most

quickly to those things in life which red-blooded men are interested in.

So it was decided to dress the campaign literature up in chaps with all the rest of the cowpuncher's rigging. Instead of sending the literature out from the Chicago office of the Federal Miniature Lamp Works, it was sent out from the Roundup Headquarters of the Oval-F Ranch, Chicago, Ill. The manager of the office signed himself as the Foreman of the Oval-F, and throughout the entire series of letters the cattleman's jargon was used liberally.

For example, the letter which accompanied a booklet describing the company's magazine advertising campaign carried the caption, "COME AND GET IT." The tie-up with the "Oval-F" idea was as follows:

"When the boys begin to drift into camp 'long about sundown, after a spell, Old Sour Dough over by the chuck wagon hollers, 'Come and get it.' And those cow gents sure do start a stampede, because nothing that lives gets hungrier than a fellow after he has been riding all day after wilful-minded cows.



ROUND UP TIME

Dear Sales Booster:-

A couple of weeks ago I was telling your boss how I had been looking over the chances of increasing sales of Federal Mazda auto lamps and how all the Federal sales crew had decided that the time was ripe for a round-up of a lot of new business.

"Fine", says your boss, "but why not let us in on this too - we want new auto lamp business just as much as you do and we are just as willing to work for it."

So it was agreed that I should consider you right along together with the Federal boys and that I'd write you direct whenever I had anything that would help you towards more sales.

Now, I have in mind quite a few ideas which I think might help you. but when I try to put them down on paper, the old hackneyed lamp language that we have been using for years gets ahead of me and takes all the pep out of perfectly good sales hunches.

Therefore I'm going to kick over the basket of eggs and talk lamps to you in cow-puncher lingo; the Federal headquarters here will be the "ranch-house"; the Federal label will be the "Oval F brand" and you and I and the rest of the sales crew will be the Oval F outfit - all getting set to round-up a lot of new business and burn the Oval F brand onto its hide.

I'm going to write you more about the round-up next week.

Very sincerely yours,

H. D. Barclay
Foreman, Oval F



Each Letterhead carried a different Illustration to tie up with the Text.

"I hope you are just as hungry, because the grub is ready. By which I mean the advertising and sales help that make it easy to sell Federal MAZDA auto lamps.

"There's no need for me to try and describe it to you—it's all in the menu which I am mailing under separate cover—it's called 'Flag the Passing Dollars.'

"Just pick out what suits your appetite and dig in, because this is the stuff that gives you the pep to round-up more lamp business than you've yet dreamed of."

Realizing the danger of too much scenery and not enough plot, a suitable enclosure went with each letter. With one letter, for example, there was a salesman's booklet giving helpful suggestions for selling the product. In the accompanying letter the book was referred to as a tool. Another mailing piece in-

cluded a souvenir pencil, with a neat clip fashioned out of the "Oval-F" trade mark. This was called the branding iron, for use in "branding" Oval-F orders. Other pieces were equally well thought out, so that the salesmen were kept continually guessing what would come next.

The dozen or so pieces constituting the campaign were mailed out from the home office at Nela Park. They all carried the address of the district office, however, and the expense of the campaign was charged against the two offices who went in on it. Instead of sending the material in bulk shipments to the jobber for mailing out to his own salesmen, the home addresses of the jobber's men were secured so that the stuff went direct to the salesmen at a time when he would have ample opportunity to digest it.

To win the jobber's support for the plan, and to make him appreciate what

the company was doing to help him make more money, an advance portfolio was issued to every jobber in the New York and Chicago territories. This portfolio contained a multigraphed brief giving the purpose of the plan, showing how it would result to the jobber's profit. It laid emphasis on the fact that it was not the object of the campaign to get the salesmen to push Mazda miniature lamps at the expense of other lamps, but to open the salesmen's eyes to the possibilities for securing new accounts from garages and neglected channels for business. This brief was followed by actual specimens of the letters to be mailed to the salesmen, together with all enclosures, so that the jobber could see just exactly what the salesman was going to receive. He then knew that nothing would be said in either the letters or the literature which would not meet with his whole approval. The whole prospectus was so impressive and so dramatic that nearly every jobber was glad to co-operate. Numerous letters were received at "Round-up Headquarters" expressing enthusiastic appreciation for the whole plan and the unique way it had been executed, and when you can get jobbers to go on record in that tenor you know that the rest will be comparatively easy.

Critics of the campaign have raised the point that cowpunching has nothing to do with selling lamps, and that the cowpunching idea has been dragged in by the seat of the pants, thereby diverting attention from the real purpose of the campaign—selling lamps. In a sense the criticism is justified, for it cannot be denied that cleverness in advertising is generally disastrous. On the other hand, however, the best advertising matter ever conceived will not produce unless it is read, and it is good practice to resort to cleverness to do this.

So far as the general strategy of a campaign of this kind is concerned it is commendable. We are fast coming to the time when it is going to be far harder to sell things than to manufacture them. Those concerns who depend largely on the jobber to dispose of their output will be in the position of having either to adjust their production to keep pace with such orders as the jobbers may care to send them, or put detail men out into the field—an expensive proceeding. It is therefore good business for these concerns to teach the jobber's salesmen how to *create* orders, so that the increased sales resulting will equalize the normal falling off as business declines. In the last analysis the jobber's salesman is just as much the manufacturer's salesman as the man who travels out of the factory. The more he sells the more business the manufacturer will do. If it pays to spend time and money to better train the men who travel out of the home office, it will pay equally well to spend a proportionate amount of time and money to make better salesmen out of the men who represent you to the ultimate distributor.

What Mr. Philip S. Salisbury of Robt. H. Ingersoll & Bro. thinks about The William Feather Company's House Organ Service.

A prospect out in Kansas, knowing that we co-operate with Robt. H. Ingersoll & Bro., makers of Ingersoll watches, in the production of their house organ, wrote to Mr. Philip S. Salisbury, manager of sales promotion, asking him about our service.

Mr. Salisbury answered him as follows, and kindly offers us the privilege of printing his letter:

I am very glad indeed to be able to tell you of the service rendered by The William Feather Company and to recommend it most enthusiastically.

For more than two years they have printed for us a monthly house organ (23,000 copies) and our salesmen throughout the country say that it is the best kind of advertising we do, and as you doubtless know, we spend several hundred thousand dollars each year in national advertising. Our salesmen voted that if at any time it was necessary to adopt a policy of business retrenchment, the Jew-

eler's Pocket Magazine should be the last kind of advertising to suspend.

The William Feather Company furnishes us with material each month, attends to the make-up of the magazine and handles the mailing.

We have found from experience that house organs are profitable advertising mediums and we likewise have found The William Feather Company ideal people to work with.

I hope that you decide to try a Feather house organ because I feel sure that you will profit by the investment.

***Let us tell you about our
House Organ Service***

THE WILLIAM FEATHER COMPANY

Direct Advertising through Individual Magazines

613 CAXTON BUILDING

CLEVELAND, OHIO



Your Share of the Yield

You own a tree. But it happens to be largely in the care of some one else.

He nurses the tree and picks the fruit. Your share of the yield depends upon his training and ability.

You are concerned about your portion of that yield; you are, therefore, concerned about his care and skill.

You have a market, a place where your goods ought rightfully to be absorbed. But that market happens to be largely in the care of some one else, your dealer; and your share of the yield depends upon his training and ability.

Do you take sufficient interest in your market—your tree—to develop the man closest in touch with it?

"Dramatized Sales Helps" are an important factor in your share of the yield.

Complete information furnished upon request.

Bert L. White Company

Originators and Producers of
"Dramatized Sales Helps"
(Reg. U. S. Pat. Off.)

Office and Plant: 1215 to 1227 Fullerton Avenue
 Chicago, Illinois



"Please Wire Expense Money!"

"No mail received. Waited all day for expense check. Missed appointment with Jones people in Chicago who were to discuss stocking our line. Out of funds. Please wire cash."

We have used your system ten years, which provides accommodation for traveling men, protection for the hotels, and freedom from anxiety on the part of the Home Office as to whether our representatives are supplied with funds to continue their trip.

THE DAVOL RUBBER CO.,
Providence, R. I.

Our salesmen cover the entire United States. In having your Hotel Credit Letters they are not delayed when not receiving their check on the day they expect it. By drawing a draft on us, which the hotels cash, they avoid losing time.

DIAMOND CRYSTAL SALT
COMPANY, St. Clair, Mich.

We have used your Letters for many years. They have given us satisfaction in every respect, as they enable our men to secure funds at the various hotels. We recommend the system as a very convenient way for business houses to finance their traveling men.

TRUSSED CONCRETE STEEL
COMPANY, Youngstown, O.

We have made use of your service for three years. Many times it has saved our salesmen considerable expense in not being obliged to wait over a day for funds. We gladly recommend the service as worth many times what it cost us.

WHITE & WYCKOFF MANU-
FACTURING COMPANY,
Holyoke, Mass.

The continued use by us of your Hotel Credit Letters for our traveling representatives is the best recommendation we can give them.

WILLIAM WRIGLEY, JR.,
COMPANY, Chicago, Ill.

THIS, in substance, is a communication with which most sales managers are familiar. A delay in the mail, a mistake in addressing, a letter not forwarded and a salesman is "benched" for a day or longer until you provide him with funds. His daily report shows wasted time, calls not made, broken appointments, and sales beating a retreat.

There is, however, one sure and economical way of providing your salesmen with expense money. Thousands of business concerns in all lines of business are simplifying the expense account problem through the use of

Traveler's Identification Letters

The expense money of your sales force is under your control at all times when you use these Letters. A salesman draws a specified sum once every seven days, and you determine how much he shall draw. The hotel cashing his paper, records the fact on his Credit Letter and no hotel will accommodate him until the seven-day period has expired. At the proper time, the Hotel Credit Letter is as good as cash in his pocket.

These Letters identify your salesmen and eliminate suspicion and cross examination when they ask to have paper cashed. Hotels throughout the United States and Canada accept them as authority to cash either personal or firm checks or drafts on firms for amount authorized.

Unlike travelers' checks, no deposit of money or bond is required. It is not

necessary for you to tie up a thousand dollars or more of necessary working capital. A letter good for one year, or any part of that time, authorizing hotels to cash paper for \$50 or less a week, costs \$5; for \$55 a week costs \$5.50; for \$60 a week, costs \$6, continuing in the same ratio for any amount required.

Each traveler must sign an application blank giving his description, kind and amount of paper to be cashed, which must be endorsed by his employer.

OUR GUARANTEE: If a purchaser of a Letter is not entirely satisfied with the investment, after giving the system a fair trial, we will, upon the return of his letter to us, cheerfully return the amount of the premium paid.

Write for application blanks and full explanation to

Hotel Credit Letter Company

EDGAR A. WALZ, Pres.

505 Fifth Avenue

New York, N. Y.

N. B.—The Hotel Credit Letter Company holds the confidence of hotels for the reason that it insures them against loss and since its establishment, 23 years ago, has paid all losses in full. It is affiliated with the National Hotel Keepers Association, an organization of hotels devoted to reporting of delinquent debtors, beats, check forgers, etc.

How and Why Men Buy

By E. G. Weir,

of the Beckwith Company, makers of Round Oak Stoves, Dowagiac, Mich.

Those who sat in at the Direct Advertising sessions of the Associated Advertising Clubs of the World last month agree that one of the best received papers was that of Mr. Weir, published below. It deals with fundamentals which too many of us forget in planning our sales campaigns and passing on advertising copy. Mr. Weir, before taking charge of the Round Oak advertising department, was one of their star salesmen. He is one advertising manager who can sell goods in person, if need be, as well as through the printed word.

GO into the office of an old time corporation attorney and you will find three, perhaps four, sides of his office crowded from floor to ceiling with law books. Primarily there are but two laws, and they command the proper attitude regarding a supreme providence and a just regard for our fellow man. The primary laws are simple, easily understood, and compatible with the highest standard of morals and ethics. On the other hand, the multitudinous expression of opinions, as summed up in law books, expresses man's viewpoint regarding the wide interpretation of these fundamentals. So in sales and advertising. An endless variety of books are to be found dilating on this "Siamese Twin" merchandising force. Yet there are but a few primary fundamentals.

Admitting that advertising and selling are the practical interpretations of the art of suggestion, we come to the first fundamental. There are but two ways to convey a suggestion: First is the power of direct suggestion, for example, in the retail business, the store display, the window display, the store signs, the newspaper, bill board, street car, painted signs, the spoken word of the salesman, all represent the power of direct suggestion. In this avocation it is very clear how closely advertising and selling are identical.

The second is the power of indirect suggestion. Now, to what phase of the intelligence is the advertising and sales appeal conveyed, either by direct or indirect suggestion? To the WILL, is it not? Why? Because no one "bows" to your advertising or sales appeal until they are willing and "willing" means that the will has taken inventory of your claims and either accepts or rejects. Ask the average advertising man or salesman, "What is a person's will?" What is his answer? What is your answer?

So far as the art of selling is concerned you

will agree that the Will is that human factor that gives or withholds favorable decision on demand. This decision may be mentally or orally expressed, as the case demands. Therefore, so far as advertising or selling is concerned the Will sits supreme in the intelligence of your audience, whether it be one or ten million. Remember it is to this supreme factor that you make your advertising and sales appeal. Visualize will as the king sitting supreme in the intelligence.

Now, we know exactly to what we direct our appeal. We have it spotted. We can figuratively put our finger on it.

When you thoughtfully realize that there are only five avenues of approach to this supreme factor will, you just feel that you should be an expert in the practice of positive suggestions.

There are but five ways to receive an impression; therefore, but five ways to

convey it, and that is through the five senses. Digest this! In merchandising any proposition, any idea, or course of action, analyze just how many of the senses may be utilized, just how they may be utilized to the best possible advantages, and you have the work intelligently visualized, ready for your advertising and sales appeal.

In advertising and selling high grade merchandise (a specialty for example) how important it is to sense the relative importance and sequence of the different senses involved in the physical transaction of the sale. Consider that angle for a moment. The average salesman believes that the sense of hearing is the most important. He's wrong. First in importance is the sense of sight. The eye is the critic and judge of value—not hearing. What the eye sees it believes. What the ear hears should usually be discounted. If I were to say to you "I weigh 110 pounds," you intuitively sense the

fact that the ear is not the court of last resort, for immediately you consult the eye and take inventory. The eye would give the lie to the ear in this case. You would believe the eye, not the ear. Therefore the most important duty in most merchandising is to satisfy the eye and co-ordinate your physical presentation with a supplementary ear appeal.

A moment's thought will tell you that beauty, style, ornamentation, in fact nearly all the expressions of modern civilization that represent the largest possible outlay of money have to satisfy the sense of sight. If this was ignored all demand for the higher interpretation of the merchandising art would immediately cease. Therefore, first in importance is the sense of sight, then the sense of hearing, and third the sense of touch.

If this be true, why not have your merchandising forces recognize and consciously govern themselves accordingly?

In active merchandising the wise salesman gets his prospect, when-

DOG DAYS REPORTS



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ever possible, in physical contact with the merchandise. Not only does it give a momentary sense of possession (and the sale is the crystallizing of this sense of possession) but it concentrates the sense of sight and the sense of hearing and the sense of touch on the issue at hand. This monopolizes three of the five senses for the sale. You have a majority. It presages success for it assures undivided attention.

In the art of advertising how vital it is that we sense an accurate knowledge of *how* to sell, for the advertising message must co-ordinate with the sales activities. To win the sympathy and co-operation of the traveling man, the retailers, and even the users of quality merchandise, the advertising man should clearly convey in this message the idea that he understands the merchandising problem, otherwise—

If there are but five avenues of approach to the supreme factor *will*, there are but two doors open to the immediate presense. They are the reasoning mind and the feel-

ing mind. A moment's thought will clearly indicate that the only way we can receive an impression is through our sense of reason or through our feelings and emotions—or both. Until recent years I feel confident in saying that 95 per cent of the opening sales appeal, both on the part of the salesman and on the part of the advertising man with regard to average high-grade merchandise, was to the reasoning mind. Today the well posted salesman's appeal is first to the feeling mind, for this reason:

There is but one objection any prospect has to a quality article, and that is *they do not like to pay the price*. The wise salesman wishes to keep away from the question of price until a prospect desires possession more than the money necessary to the purchase. So does the wise advertising man. Here is the great keynote secret of these simple fundamentals:

Price, the only objection to quality merchandise, exists only in our sense of reason.

Why? Because we reason value or price, and our judgment of value is only so good as our past experience. The individual's knowledge of value of any commodity, outside of that with which he is actively identified, is always inaccurate. Therefore, when the sales appeal is to the seat of judgment or reason, the consciousness of inaccuracy prompts the individual, in order to safeguard his personal interests, to ask the price. If this is done before convincing fully regarding value, satisfaction and durability, the sale is frequently lost. On the other hand, if the clever salesman and advertising man makes his appeal *first* to the feeling mind he arouses favorable attention, develops interest, impels investigation and stimulates desire without raising the question of price *because the question of price is not the determining factor in the feeling mind*.

Remember, the feeling mind is dominated by such emotions as love of self, love of family, love of friends, pride, comfort, convenience. Just one sentence to prove to you that price is not the determining factor in the feeling mind. The only reason you live in a home (or flat perhaps) costing more than two thousand dollars is the love of self, love of family, what would people think, what would people say, comfort and convenience. All of these emotions you sense and feel. You do not reason. Therefore, I repeat, make your appeal to the feeling mind in the merchandising of quality products, and you impel investigation and desire without raising the question of price. Here is the answer obviously to the advertising appeal—here is the secret of securing legitimate, thoughtful inquiries. In the advertising message later on you can satisfy the reasoning mind with regard to value.

The clever salesman prevents the old worn-out phrase, "We'll think it over." Regardless of the commodity, under present conditions at least, he would say something like this: "Ordinarily we would be perfectly willing to have you think this matter over for a few weeks or months if you preferred, but these are not ordinary times. Thoughtfully consider that we face two conditions, either or both of which might prevent, in case of deferred favorable decision, your enjoying the dividends from the use of this product. First, there will be a continued shortage, which means advancing prices, as well as delay in securing shipments. Secondly, there is a possibility that later on we cannot fill your needs at any price, and delays are always expensive in inconveniences, as well as increased investment. Because we can serve you *now* at the lowest possible investment, and with the greatest possible returns in service and satisfaction, we ask your immediate favorable decision." In other words, they put the worm on the hook.

"I am very glad to have the opportunity to congratulate you on the splendid progress made by your organization. I can assure you that the service rendered by the Dartnell Corporation is invaluable to sales managers and others engaged in the work of promoting sales."—E. S. Dickens, O'Brien Varnish Co.

From three to fourteen thousand in a year

—it's the story of the growth of Pictorial Review circulation in Indianapolis. It was consistent page space in *The News* that brought this magazine from no-where to first place.



Pictorial finds high-grade company each month in The News. The magazines to the right know that year in year out advertising in newspapers such as The News pays

The Indianapolis News

New York Office
DAN A. CARROLL
Tribune Building

FRANK T. CARROLL
Advertising Manager

Chicago Office
J. E. LUTZ
First National Bank Building

USE NEWSPAPERS ON A THREE-YEAR BASIS

The Industrial Growth of Baltimore

☛ Baltimore's industrial growth during the twelve months ended May 31, 1920, has been greater than during all of the years from 1899 to 1914.

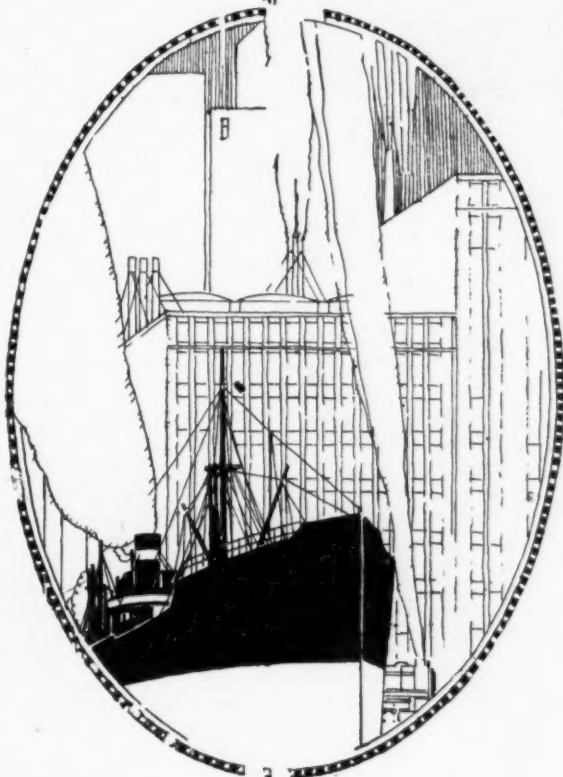
☛ Stated in terms of money and men, this twelve months' growth amounted to plant investment of \$72,612,200.00 and 39,850 new employees. In that time, 100 new industries have decided to locate in Baltimore involving plant investment of \$43,691,700.00 and employing 21,536 persons, and 134 expansions have taken place requiring 18,314 employees and an increase in plant investment amounting to \$37,920,500.00.

☛ The importance of these figures is clearly appreciated by comparing them with those of the 15 years from 1899 to 1914. During that time, new industries and expansions were established in Baltimore employing 7,198 persons and \$70,084,000.00 capital.

☛ Baltimore is throbbing with life—is advancing at a fast pace. There is wealth in Baltimore and the will to spend it for the best in merchandise and values.

☛ If there is anything you want to know about creating a profitable market in Baltimore, write our Service Department.

☛ You can cover this ready, responsive market for your product at only one cost by concentrating your advertising in *The Sunpapers*. They will carry your message into Baltimore's worthwhile homes, and do it quickly, surely, economically because



Everything in Baltimore Revolves Around THE SUN

Morning

Evening

Sunday

JOHN B. WOODWARD
Times Bldg., New York

GUY S. OSBORN
Tribune Bldg., Chicago

Baltimoreans Don't Say "Newspaper"
—They Say "Sunpaper"



I believe in the Business Journals

—*Edward N. Hurley*

In this concise statement, Mr. Edward N. Hurley, President of the Hurley Machine Company, Chicago, formerly Chairman of the U. S. Shipping Board, and prior to that Chairman of the Federal Trade Commission, summed up the part the business papers can play in facilitating the economic distribution of materials and manufactured goods from one industry to another, in his speech before the Associated Advertising Clubs of the World at Indianapolis. Mr. Hurley said:

"When I was chairman of the Federal Trade Commission, I made it a point to have the principal trade papers in the United States sent to me regularly. These were read not only by myself, but by the entire staff, so that we might have a finger on the pulse of the country's industry.

"Advertising agencies placing national and international advertising could well insist on every man in their employ reading the trade journals of the industries of their clients so that they may keep themselves currently informed on the conditions in the businesses for which they are writing copy.

"I believe in the business journals. I have been closely associated with the work of many, and have made a study of them, and I am firmly convinced of the editorial strength and value of many of these publications."

The 11 McGraw-Hill Publications

Power
Coal Age
American Machinist
Electrical World
Electrical Merchandising
Journal of Electricity
Electric Railway Journal
Engineering News-Record
Ingeniería Internacional
Engineering and Mining Journal
Chemical and Metallurgical Engineering

McGraw-Hill Co., Inc.
Tenth Ave. at 36th St. New York



Why don't You use

WIGGINS Peerless Book-Form CARDS

Saves the firm about 40% on card cost because there are no wasted or soiled cards. Salesmen prefer them because they save a lot of time and bother and they use the tissue between each card for memoranda. Handy leather case fits vest pocket and cards detach with a smooth, clean edge not perforated. Let us send you tab of specimens, see for yourself the unusual quality and careful workmanship which distinguish WIGGINS CARDS.

The John B. Wiggins Co.
Established 1887
1100 So. Wabash Ave.
122 So. Michigan Ave.
Chicago

Sales Manager Wanted

One with knowledge of retail drug and confectionery trade preferred—

—old established line

—best of reputations

—Eastern factory

—big vision of the future.

Address
Box 800
Sales Management
223 West Jackson Blvd.
Chicago, Ill.



Trade-Mark and Good-Will Protection

Subscribers are invited to submit problems relating to registration of trade marks, label infringements, etc. If possible, they will be answered in forthcoming issue. Address: Trade Mark Department, Sales Management Magazine, 223 West Jackson Blvd., Chicago.

Sellers Agree to Respect One Another's Rights

Charleston, W. Va.—Do you know of any cases where competitive sales interests have agreed to voluntarily respect each other's rights in industrial property which, from its character, might be difficult of protection by the usual means?—H. R.

There are of record a number of instances where rival sellers, as though by common consent, if not by formal compact, have mutually subscribed to the policy of not trespassing upon one another's good-will, even though opportunity offer. A conspicuous example is seen in the automobile tire market and in the field of rubber specialties. Among the leading producers there has been in force a tacit agreement to respect one another's trade marks, even though such marks are, in many instances, not technical trade-marks and not eligible for registration in the U. S. Patent Office.

Wants U. S. Government to Look Out for American Industrial Property Abroad

New York City.—With the national government building up an organization that reports upon trade opportunities abroad and warns American exporters when foreigners take liberties with established Yankee good-will, would it not be practicable for the Washington authorities to go a step farther and place their branch offices overseas at the disposal of U. S. firms that desire a man "on the spot" to obtain patents or trade-mark registrations?—B. T. Co.

The excellent idea upon which you have hit has luckily found lodgement simultaneously at the capital. The Dartnell Service has recently been advised that officials of the U. S. Department of State appear to be sympathetic to the idea of having U. S. Consular officers undertake to represent American firms in patent and trade-mark matters in their respective jurisdictions and that a bill will be introduced in Congress providing that consular officers may, in accordance with suitable regulations, act in behalf of citizens of this republic.

Stability of Trade-Marked Goods Under Price Recessions Arouses No Resentment

Springfield, Mass.—Won't you ask Washington whether the fact that trade-marked goods have notoriously been less affected than unbranded lines in the flurry of retail price cutting that has lately swept over the country, has operated to provoke any new antagonism in Congress to the long-pending price maintenance legislation?—E. F. & C.

Our Washington bureau replies in answer to your question that the price concessions in retail lines, coming as they did just at the close of the Con-

gressional session and when Congressmen had their minds on the national political conventions and the campaigns to follow, did not receive the careful analysis that might otherwise have been accorded. Influential Congressmen who were interviewed, however, seem not to have been influenced one way or the other. Washington reports, however, that it is a bit difficult to take the Congressional pulse on this issue, because the once-prominent proposal for resale price fixing has been almost a dead issue in this Congress. Officials of the Fair Trade League will make an effort early in the new session next December to galvanize into life the success to the old Stephens Bill (with a new provision to accord the government power of review over prices and profits as suggested by the Federal Trade Commission), but until a price standardization bill takes a stronger grip on Congressional attention, it cannot be said to have much of a place in the legislative sun.

Geographical Term Protectable When It Has Secondary Meaning

Memphis, Tenn.—Something of the prestige of our product is based upon use of the name of the community in which the goods are manufactured. A rival, newly on the scene, is undertaking to make us share this geographical significance. Have we any redress?—O. L. R.

A geographical name cannot be exclusively appropriated by any seller, but when by long association with a certain article or line it has acquired what is known as a secondary meaning and can be shown to signify to customers the goods with which it was originally associated, the courts can usually be depended upon to enjoin use of the name by another firm in a manner to divert trade.

Display Cards May Be Safeguarded in Several Ways

Sault Ste. Marie, Mich.—Can anything be done to hold aloof from imitation display cards which are used as counter cases or holders for small articles and as such have come to have a familiarity in the eyes of customers that leads the buyers to accept these cards as guides or guarantees of the genuineness of the product?—N. & S.

If your display card embodies an element of invention it may be made the subject of a design patent. Or, under favorable conditions, it may be copyrighted, just as an advertising print is copyrighted. Moreover, in cases such as American Pin Company v. Berg Brothers, the courts have indicated that under the common law they will grant an injunction where the form, coloring, lettering and general features of a display card are closely imitated.



Not a Stitch Anywhere!

A New Kind of Traveling Bag

A TRAVELING bag of one piece of waterproof material! Complete protection for the contents! That's the new Naugahyde Bag — smart and durable.

The composition of Naugahyde and the processes of manufacture make it an exclusive product. The material is absolutely proof against water, dirt and stains. Its handsome black surface can be wiped clean with a damp cloth.

The material is first fitted carefully over the steel frame of the bag; then — by a special process — the seams, joints and corner reinforcements are all fused together into one piece. The result is a bag that can stand the hard knocks of modern travel and yet keep its smart appearance. The bags are made in a variety of attractive styles, each with the finest of brass fittings and specially se-

lected linings. They are priced from \$13.50 to \$18.50. Men and women everywhere who demand distinctive luggage are buying Naugahyde Bags.

A whole group of Naugahyde Products

The traveling bags are but the first of a big family of Naugahyde products. Suitcases, fitted cases, brief cases, belts and a number of other articles are now being designed and manufactured.

Ask your dealer about them — if he hasn't them now he can get them shortly. Every Naugahyde product is backed by the reputation of the oldest and largest rubber manufacturer in the world.

United States Rubber Company

DE LAVAL ACME QUALITY PAINTS & FINISHES
 JOHNSON'S car Savers
 RACINE
 Tarvia
 DIETZ
 GATES TIRES
 DEARBORN TRUCKS
 "Exide"
 CHASSLER
 Goodrich



TRADE MARK REG. U.S. PAT. OFF.
 "Unlike any other paper"

Among the best farmers in every neighborhood, The Farm Journal is the all-the-year-round sales booster for standard merchandise.

The biggest farm paper in America—the widest read—the longest kept—the most influential—the paper that can sell most goods in your local communities for you!

If "advertising" is to help you sell goods, the publications must be read by the people to whom your dealers sell. Check up the circulation of general magazines and farm papers in any community you choose—the results will surprise you. Or ask us for definite statistics on Farm Journal circulation in any county with which you are familiar.

WATER SUPPLY SYSTEMS
 Planet Jr.
 MUELLER
 FURNACE
 IAPATCO
 PATRIOT
 LEAK-PROOF
 BEEMAN
 ONE HORSE TRACTOR
 INDIANA
 ALL-ROUND TRACTOR

DELCO-LIGHT
 GOULDS PUMPS
 CASE
 SO-BOS-SO
 KILFLY
 NB
 FLORENCE
 SHELDON
 Concrete Mixer
 PERFECTION
 Willys
 KNIFE
 AJAX
 Firestone
 Pennsylvania
 VACUUM CUP
 Tuckard
 WINCHESTER
 ATKINS
 FEDERAL
 Columbia Six
 PAPEC
 AETNA
 EXPLOSIVES

NEW IDEA
 Apollo Roofing Products
 CHICAGO PHILADELPHIA NEW YORK
 The Farm Journal
 Sells Most Goods Because Read by Most Farmers
 Lucas Paints
 miller Tires

About the Law of Averages

By J. George Frederick

This is the second of a series of articles by Mr. Frederick on the subject of "Sales Statistics," taken at random from his forthcoming book. The first article dealt with the subject of Per Capita Statistics. Probably no one in sales work is so well qualified to discuss the subject as Mr. Frederick, who is president of The Business Bourse—an organization specializing in research work involving the use of statistics of all kinds. Mr. Frederick is also the author of "Modern Sales Management," some chapters of which also appeared in serial form in this magazine in advance of publication.

THE application of the law of averages begins with the very fashioning or shaping of the article of merchandise itself. In the absence of the application of the law of averages, many articles of merchandise are planned and shaped for a minority rather than a majority of users. They are shaped not for the average man, but the exceptional or rare prospect. An article, to be of highest commercial value, must be shaped and planned to appeal to the average. If it does not do this, it is doomed to a limited market and consequently a limited profit. Studies of average requirements and average reaction to the type of products planned are highly essential, especially since inventors are notoriously indifferent to the needs of the commercial average, and particularly obsessed with adding refinements and complications, for reasons of vanity or professional pride, which, from a commercial point of view, based upon the great law of averages, should be utterly eliminated.

Averages as a Danger Signal

The very election of an article or a line of merchandise or industry to engage upon might also be analyzed from the point of view of averages. The average degree of risk in comparison with other fields of industry; the average mortality in that line of industry; the average profits of the concerns in that industry; the average size, speed of growth, or length of life of concerns in the specified line of industry, all have a most important bearing upon whether or not to embark upon the enterprise at all.

Even upon determination to enter a line of industry, it is of some importance to inquire as to the average type of organization, equipment, method of operation, etc., which prevails in the industry, as it is always a matter of indisputable logic that the line of least resistance lies along the line of the average. This does not invalidate the equally powerful value of change, novelty and originality in method and plan; it merely emphasizes the other side of the matter, which is at least important to inquire into.

Even in the formation of a sales organization, experience shows that the dependence upon exceptional types of salesmen is unreliable, that dependence upon the average type of salesman is most certain of results. In the administration of business affairs and executive management, the law of averages may be applied even to such minor details as the average length of time in filling an order, the average cost of handling an order, the average size of an order, the average calls made per day by salesmen, the average number of strokes

written on the typewriter per day by individual typists, the average number of days required for collection, and many other factors which are found in examination of detailed management efficiency will develop themselves.

In considering the more difficult phases of the business in analyzing the market, and the basic tendencies and factors which underly it, the average is of equal value and oftentimes of quite surpassing importance. In analyzing markets and market factors almost all statistics of social, economic and financial nature are of importance. Facts such as the average wage in any given community, the average expenditure on various items, even the average marital conditions of individuals may be of important business value. It is the privilege and the opportunity of the thoughtful business researcher to delve very deeply into fundamental causes which at a certain depth become almost exclusively a study of averages, in order that he may dig out precious bits of information and guide business men who must depend upon his analytical ability to see for them into the future and into the unseen present as well.

Weakness of Ready Made Index Numbers

Fundamental Factors in Relation to Averages.—Of late years, thoughtful business men, perhaps moved to do by the exceedingly erratic economic fluctuations in the United States, have given considerable thought to the matter of fundamental conditions. This thought, however, has been mainly that of following certain fluctuations in certain standard fundamentals, such as bank clearings, business failures, building activity, money conditions, foreign trade, gold movements, commodity prices, railroad and industrial stocks and bonds, crops, railroad earnings, idle cars, labor shortage or surplus and other factors of a similar nature. Readymade summaries or index numbers, combining these various fundamental factors have been offered by statistical services to business men, but the general result has been to use such figures more or less as an automatic rule o' thumb, without appreciation, of individual contrary currents, which modified the general tendency in their own instance, and in fact sometimes reversed it. All standard rule o' thumb signs have failed as a rule in general studies of fundamentals, and it may be said that while study of general index numbers and summaries have had wholesome tendency in increasing the respect for study of facts and statistics by business men, the time is ripe for a less primary consideration of the use of statistics and averages, and a more extensive use of individualized facts and figures applied

to the individual business man's own particular case.

Business is surprisingly like an individual, and the same comment may be made with regard to differences between the individual and business in general, as the study of medicine in general and diagnosis in particular upon an individual. It is important to understand medicine in general, but as is so often remarked, medicine has its crucial tests and its most frequent failure in individual diagnosis. To have complete knowledge about disease in general hardly helps unless the disease in particular can be rooted out. It is therefore highly important for any research man or business man to establish himself in a correct relationship to fundamental conditions, as implying to his own business. To obey a general injunction to contract or expand, according to general fundamentals may be as a matter of ignoring his most excellent opportunity or his gravest danger.

Statistics Are Often Deceiving

In other words the important thing in the application of knowledge of fundamentals is to determine what fundamental conditions in the first place have real and vital relationships to the individual business, just what the extent and character of such relationship is, and then a more minute study of those relationships and their character and extent in the light of averages. If for instance the industry hangs very definitely upon the matter of building activity, then far more than the usually available material on building activity should be obtained. At present the statistics on building activity as usually reported under the title of "fundamental conditions" is confined to little more than 100 cities. To take therefore any report on these 100 cities as conclusive of the entire country would be to entirely ignore the fact that the rural and semi-rural markets also are vital and are often direct contradiction of the tendencies in the cities.

Furthermore there are always a far greater number of fundamentals which apply to any one specified business than are ever outlined in any of the general summaries and reviews which are available and current. To really get ahead of competitors and really be fundamentally informed beyond the usual situation in a line of industry, a business man will definitely require individual research work. Wherever raw material purchases are of vital importance and subject to general economic influences, basic studies of the situation should be undertaken. It should be appreciated that the usual attitude of business men is that of following a lead, and of taking readymade information. This puts most men in the position of sheep

following a bell-wether and provides the finest kind of opportunity for a man of ability and resource who will make the proper researches.

Various Kinds of Averages and Their Technique.—It is not the purpose of this book, nor does the author consider himself competent to provide a textbook on the technique of statistics. He merely aims to outline broadly the scope and possible application of the technique of business research and statistics, and for this purpose considers it of value to review the various kinds of averages. It would be absurd in such a book to discuss for instance the harmonic mean, the contra-harmonic mean, or the quadratic mean. Such terms would be an incumbent to the successful use of this book.

The Simple Arithmetic Mean, which is, of course, the common form of average compilation, represents merely the dividing of the sum of the items in any group for study, by the number of these items. The meaning of such an average is a leveling-off process; a standardizing of each of these units into an average; a re-making of each individual variant into a uniform variant based upon an equal division of the elements of their size into one standard or level size. In other words, if there are twelve men of various height, their average height means the division by twelve into the sum total of all their height, the result being a hypothetical average individual whose height is a composite of all their heights. This explanation may be superfluous, but it is well to visualize the process which the simple form of average represents. The arithmetic means is different from the other means such as the median and the mode, in that its value will be affected by a change in any member of the series. This cannot happen with the median and the mode, as they may remain unchanged even if considerable parts of the series are changed, since the median and the mode are not computed for all the items, but are arrived at by selection of one item as representative of the group or series because of their characteristic position in the series. The arithmetic means is valuable, of course, in a great majority of simply statistical uses, but the median and the mode are only to be extracted from a series arranged according to magnitude.

The Arithmetic Mean

The difference between the arithmetic mean, the simple average, is well illustrated by an example of income. If in a small village where the majority of people have an income below \$1,000, there also live two men who are quite wealthy, then if the average wealth of that village is computed on the simple basis of an arithmetic mean, we will have a quite fictitious picture of the conditions there, because the wealth of the two individuals upset the representative character of the average. It would be statistically correct, from the basis of the arithmetic mean, to say that the average income was, let us say, \$2,100 (due to the presence of the two men of wealth) but as a matter of actual fact the so-called average thus disclosed would be an untrue picture. It would take the median to uncover this situation and give a true picture. The median income of that

village would permit the securing of an average much more accurately reflecting the character of the income of the people in the village. The median is more accurately the probable value of the average rather than the arithmetically computed average. In insurance statistics this median is called the probable length of life, which is different of course from the average length of life. The use of the median is, as a rule, confined to quantitative, individual measurements and observations, for instance, in the matter of wages, income, ages, etc. The median is usually computed by taking the average of the two central items in a list of items, if the number of items is even. The median can even be applied to more or less intangible and difficult matters. Zizek would apply it even to the matter of the average intelligence of a group of people. He would arrange the people according to the degree of their intelligence in a row and then take the student in the center, or the several students if the number is even as the median intelligence of that group. He indicates that this method is entirely applicable to locating the median for a broad class of data.

The Arithmetic Median

The mode like the median depends merely on the sizes at a definite place in the series, but just as the median is found by studying the center of an arrangement in order of size, so the mode is found by locating that item on account of its relatively greatest frequency is considered characteristic of the whole series. It, too, can only be used in studying a quantitative individual series, such as wages, individual characteristics such as sex, age or income. The mode is the type of average most valuable to represent the normal or typical size of a variable line of units. This is of importance because of the fact that scarcely any object for statistical study fail to have a variation of some kind, and therefore for careful study for certain purposes must be analyzed from the point of view of typical or normal. The arithmetic means and the median very frequently are far from typical even though they may be correct averages. The mode is to be found at the place of concentration around which the series is distributed in both directions with regularity. It is always that value which is the general complex of causes has produced.

The "weighted" arithmetic means is an effort to give to the single members of any series an influence varying with their general importance; this influence being the weight. The items before their addition for the regular arithmetic means are multiplied by co-efficients or weight of different sizes, and the sum of their products resulting is finally divided by the sum of all the co-efficients.

This method of weighting is valuable and economical in computation in order to get a uniform basis of consideration. For instance, if in securing average prices of different commodities sold in different kinds of units, such as yards, pounds, tons, etc., then a weighted arithmetical means is computed by first multiplying the prices by the quantities sold and dividing this sum by the number of units sold. Similarly, if a computation is desired in which the

items are to be weighted, from an intangible basis, then the different weights must be estimated and computed from these estimates; thus securing the results desired, taking care that the relation to each item is proportionate to the surmised relation between the items. It is in such matters of using great ability at estimation that a modern business statistician becomes most valuable, for the reason that basis data is so rarely available either in any form, or in a complete enough form in order to secure desired results.

The Visualization of the Average Consumer.—Few phrases are more frequently heard than the expression of the average man, the average woman, or the average consumer. When carefully examined it will be found that the process of visualization of this average is extremely faulty and haphazard in any usual method of thinking. It has been told of a famous editor of a woman's magazine how he would invariably close his eyes when endeavoring to visualize his average reader and think of a certain house, in a certain little town in Ohio, which he once had visited, as constituting the average reader throughout the country. He would then edit his magazine in a manner which his instinct told him would bring forth a response from this typical or average reader. This crude method is unquestionably the method most frequently employed in any one's imagination in conjuring up the so-called average dealer, consumer or customer.

As a matter of fact Quetelet many years ago undertook the task of determining "the man who is to society what the center of gravity is to bodies—the average man in whom all processes bound to the average result obtained for society; the mean about which the elements of society oscillate." Quetelet's average man possessed in an average measure the physical characteristics and mental attributes of Quetelet's time, and although his methods were stimulative his results were untrustworthy. In the first place, in considering the average man statistically certain absurdities are immediately encountered. According to actuarial statistics twelve men in ten thousand commit a crime each year; but how are such averages to be applied to typical average individuals? His so-called "average of crime" would be an absurdity as he would either commit a crime or he would not.

The Typical Consumer

Nor can an average wage be ascribed to an average man since many men receive no wages at all. We could not even marry our average man because some men do not marry at all and we would not know at what age he married for the same reason. We must therefore conclude that in regard to many things the average man cannot be visualized statistically as a standard of judgment for individual cases. The question arises, and has often been debated, as to whether there actually exists a living man who might really be called an average type. It is agreed by most of those who have given thought to the subject that the paradoxical statement may be made that those who have even but a few averages for different factors, whether physical, mental, moral, economic, or otherwise, are in fact *exceptional*.

RAND MAKUROWN INDEX TABS

Index your Records
the way
YOU want them



For Card
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For Record
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RAND MAKUROWN INDEX TABS are sturdy strips of transparent Fiberloid, made in attractive colors, moulded to protect and hold the labels firmly. They outlast the article which they index—they never crack or split or get "dog-eared."

And not only do they make the finding of data instantaneous, but using these Makurown Tabs you can index the way you want. Just type or write the label, insert it in the Tab, cut the Tab the length desired and attach to the sheet or card edge.

Rand Makurown Tabs have stood the most exacting tests of actual use, and are now used in hundreds of successful businesses, requiring accurate, neat indexing at minimum cost. The Government alone uses large quantities of Makurown.

Use them in your work—you'll find they save time and money. Sold by stationers everywhere in 6-inch lengths (unless otherwise ordered) in 3/16 inch, 1/4 inch and 1/2 inch widths, in a variety of six colors, permitting a wide indexing classification. Blank labels are furnished with the Tabs.

Dept. H-9

THE RAND COMPANY
Originators of the Visible Index
North Tonawanda, N. Y.

Branches and Sales Agencies in Twenty Principal Cities



A short index -

For a very long index

It is a pleasure to "light up" your old files with brilliant-colored Fiberloid of Makurown Index Tabs—their very appearance spells efficiency. You'll enjoy trying our generous sample, comprising six colors and four sizes, sent for 12c to cover postage and packing. Address Dept. H-9 The Rand Company, North Tonawanda, N. Y.



The Power Behind the Market

Like "the power behind the throne," the Baltimore NEWS wields a very tangible force that stimulates and influences thousands upon thousands of buyers in the Baltimore market.

One dominant reason for this is that Baltimore being a home town with very little night life is partial to an evening newspaper, and the NEWS, the great evening paper of Baltimore, has a daily following of thousands of readers who peruse it from the front page to the back cover for both news and advertising.

Another evidence that the NEWS is a spirit—a force—an indomitable power in Baltimore is brought out by the fact that of the 100,000 copies of the NEWS sold every day, from 80,000 to 85,000 of them are circulated within the radius of the 90,000 white homes in the city wherein English is spoken.

Little wonder that advertisers are using the NEWS to cover practically all of Baltimore!

Our Merchandising Bureau recently made an extensive survey and investigation of the Balti-

more market, bringing to light some vitally interesting and intimate facts, which have been compiled by us in two volumes, the first entitled, "Highlights" and the second, "Sidelights." These books set forth in detail everything that's vital to know about Baltimore before you come into its market. For instance, the city's great resources, factors contributing to its ever rapid growth, its wealth, buying power, productiveness, the tastes, habits and pursuits of its citizens, together with the ways and means most effective in advertising and selling any first class merchandise.

If you are interested and will drop us a line on your own stationery, we will be glad to send you a copy of "Highlights" and "Sidelights."

THE BALTIMORE NEWS

"Goes Home and Stays Home"

Dan A. Carroll
Eastern Representative
Tribune Bldg.
New York

Frank D. Webb

Advertising Manager

J. E. Lutz
Western Representative
1st Natl. Bank Bldg.
Chicago, Ill.

My Ideas About Advertising

By Saunders Norvell

Chairman of the Board, McKesson & Robbins, Inc., New York

It has been said of Mr. Norvell that since the death of his old employer and friend E. C. Simmons he is the greatest living sales manager. In any case few men have achieved more pronounced success in the sales field. Formerly general sales manager of the Simmons Hardware Company, he established the Norvell-Shapleigh Hardware Company, and more recently took the chairmanship of one of the largest concerns of its kind in the country. The following paper was read before the recent convention of the A. A. C. W. in Indianapolis.

EVERY jobber with an established business is the owner of a franchise for which he pays the community nothing. I mean that he does not pay as a telephone company or an electric light company or a street railway corporation does.

The average jobber is short-sighted in not setting aside a large share of his profits for the advertising and development of his franchise. In the first place he does not realize that there are two entirely separate and distinct forms of salesmanship. One form is that which simply consists of taking down an order after the business has been established. The other form of salesmanship is the opening of new accounts and the introduction of new lines of goods. The trouble with most jobbers is that they expect their regular salesmen to do both kinds of work and here is where the jobber falls down and his work is not satisfactory to the manufacturer. The regular salesman can usually consume his entire time taking orders. To stop writing down items and try to introduce some specialty is a loss to him. Most salesmen are working on a profit-sharing or commission basis or their salaries are based on their profits and they can make more money selling a large volume of staple goods than they can a small lot of specialties, even if the percentage of profits on the specialties is higher. What the jobber should do to back up the manufacturer is to advertise and put out a force of specialty men at fixed salaries to introduce these specialties. These men could work on the same territory, but independent of the regular salesmen. They should work for fixed salaries and it should be their duty to distribute advertising, develop business, open new accounts and sell specialties.

Why Manufacturers Do Own Detailing

When the work of these picked specialty men is well done the regular salesman after a while finds these specialty items on the "want list" waiting for him. Jobbers not doing the specialty work for the manufacturers has led to the system of manufacturers putting their own specialty men into the jobber's field and while the business from these specialty men is usually shipped through the jobber, when a manufacturer looks at his cost account for distributing his goods, he naturally feels that he might as well sell direct to the retail trade at a higher price and get all the profit

himself, instead of dividing with the jobber. In some cities very aggressive and progressive newspapers are of material help in co-operating with advertisers in securing distribution with the retail trade. I have noticed that these papers go at this work very intelligently. Often when the newspapers are helping in such an advertising campaign, the jobbers are only lukewarm in their interest and do nothing except fill the orders when they are turned over to them. The jobbers of the country are very short-sighted to allow others to do this work for them. If they claim to be the distributors for their territory they should distribute and they should give this kind of service to the manufacturers but of course they should insist that the manufacturers pay them an adequate profit for doing the work. The first move in this direction is to go over their force of salesmen and divide the mere order-taker from the real salesman. Both are valuable but their field of work is entirely different.

Retailers Jobbers Distributors

A mistake that most jobbers' associations have made has been that they have not bound the retail merchants and their associations to them with "hoops of steel." The retailer is of course the distributor for the jobber. The interests of the retailer and the jobber are identical and committees of retailers, in my opinion, should attend all jobbers' conventions and vice versa.

Even as a jobber I believed in advertising. When I went into business on my own account I had to contend with the prestige of my former house—the largest house in their line in the world. We were breaking into new territories. Salesmen came home discouraged and said it took a large part of their time to tell the retail trade about their house as the retailers had never heard of us. I determined then that in order to prepare the way for our salesmen it was necessary for us to advertise the house and our lines of goods. We therefore bought back covers in all the leading hardware trade journals of the country and did what is known as "institutional" advertising. We advertised our house and our policies. We have the credit for having been the first jobbing house of the country to advertise in a national way. Every year when our salesmen came home to our annual convention I asked them if this advertising helped. They were enthusiastic in their answers.

Finally when our salesmen were practically covering every part of the United States we had one convention when, in reply to a question from me, our salesmen answered that not one of them had called on a retail merchant the year just past who had not heard of the house and who did not know the name of our leading brand of goods.

Now I wish to say to advertising men who are preparing the selling campaign for manufacturers that they make a serious mistake if they do not consider the jobber in their scheme of distribution and if in planning their selling prices they do not set aside a fair compensation for the service the jobber will render. I also take the liberty of suggesting to advertising men that in planning their selling campaigns they plan a complete campaign. Intensive advertising work by large cities should not be undertaken without the help and support of the jobbers in that city and in order to put the business established on a future paying basis the jobber should be "sold" on the goods.

Here I may be permitted to make a suggestion that I believe should be given serious consideration by manufacturers in laying out their campaigns for introducing new goods. The jobbers should be given an extra large introductory commission for their cooperation in introducing goods. Then when the goods are established in the territory the manufacturer would be justified in withdrawing the special inducement offered to the jobber for his introductory service.

Jobbers Must Advertise More

Not only do I believe that in the future the progressive jobber will do general advertising on his own lines in his territory out of his own pocket but I believe he will find it to his interest to divide the cost of advertising with manufacturers on their lines. I believe if the jobbers would pay a part of this advertising cost they would become more interested in advertising and I also believe they would do better work than when they depend entirely upon the manufacturer to work up the trade and tacitly accept the position of simply being the warehouse from which the goods are drawn as sold by the manufacturer.

In conclusion let me say the evolution of the jobber and the strength of his future position in the distribution of goods depends entirely upon the intelligence and energy that he puts into his

business. He has an almost unlimited field, and the greater the service he gives, the stronger he will grow and the more secure his business will be as a franchise in his community.

The jobbers of the country have given good service in the past. I do not believe that they have been fully compensated for this service. Hundreds of manufacturers are willing to have the jobber distribute the goods for them if they can feel safe and secure in the fact that the jobber will do it. Almost every intelligent manufacturer in the country realizes that to have his goods stocked and listed in the catalogues and in the price-lists of jobbers' salesmen all over the country is an insurance of his business but where the shoe pinches is in the fact that manufacturers in bringing out new lines and new manufacturers just coming on the market do not feel safe in the hands of the jobber as a developer of new business.

Builder of Oliver Typewriter Company Dies

The death on July 16th of Lawrence Williams, president of the Oliver Typewriter Company, removes a man who played an important role in the upbuilding of the typewriter industry. Mr. Williams is said to be the "daddy" of the agency plan of selling typewriters, and attained considerable fame in office appliance circles through inaugurating the cut-price mail-order plan for selling new typewriters a few years ago.

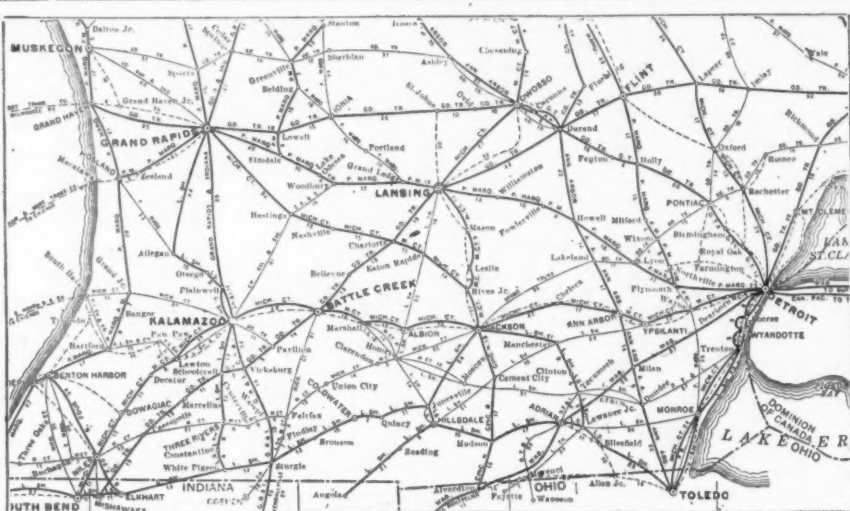
His connection with the Oliver company dates back to the incorporation of the present company in 1896 to market the original model, an invention of Rev. Thomas Oliver, a Baptist minister. At that time he was in the real estate business, but his previous association with the bicycle industry had left the desire to get

back into the specialty field at the first opportunity.

Selling typewriters in those days was a man's size job. It was a cut throat game from start to finish. The business college was the pivot about which most of the early sales strategy centered. It was not uncommon for a typewriter company to finance a college completely, and it was the rule for manufacturers to donate the complete typewriter equipment, looking forward to the time when the operators who had learned on these machines would go out and call for the same make of machines in their new positions. Mr. Williams saw that in time this policy would re-act against the manufacturer, as proved to be the case, and contrary to the accepted practice, refused to have anything to do with subsidizing colleges. With characteristic foresight he saw that the time was not far away when great quantities of typewriters would be sold to the small town trade and he laid his wires accordingly. Adapting the agency plan of selling bicycles to his new field, he set about establishing agencies. First by states, then by counties and finally by towns. Thousands of Oliver typewriters were purchased by these agents for personal use, thereby saving them the agent's commission. Later on the agency was taken away from them when more orders were not forthcoming, and given to someone else in town. At the time of going over to the mail order plan the company had on its books about 15,000 agents. It also, of course, maintained sales offices and salesmen in metropolitan territory, just as the other typewriter companies do, and still does for that matter.

The non-standard key-board of the Oliver, however, made it hard to sell in the face of increasing popularity of the improved standard machines. Business was not as good as it could be. About that time H. M. Ballard, a second hand typewriter dealer, came to Mr. Williams with a proposition to market rebuilt Oliver's by mail. Mr. Williams was skeptical. So Ballard undertook to prove that it could be done by doing it himself. A deal was closed, and when five years had rolled around Ballard was selling more Oliver typewriters by mail than the Oliver Company was through their agency organization. After this demonstration Mr. Williams capitulated, and the company came out with its spectacular announcements. It is interesting to note that as a result of the change in plan the company increased its net profit by almost \$2.00 a machine in spite of the fact that the retail selling price was cut in half. The salesmen also made more money, because while their commissions were cut in half, they sold from four to five times as many machines.

Mr. Williams was a man of very determined character. Nothing could shake his faith in the principles of the Oliver typewriter. He was also a man of unusually high business principles. He would not tolerate a salesman who stooped to trickery in selling typewriters, even in the days when such methods were the rule rather than the exception. He was a Yale graduate, class of 1878 and his one fault, if it was a fault, was to give a job to every Yale man that applied for it even though his only qualification was a clean collar.



Showing
Partial
Reduced
Section of
Michigan
Map

Note:—DISTANCES between towns are indicated by figures
Towns having population of 25,000 or over are indicated by heavy caps L. & C.
Towns having population of 5,000 or over are indicated by caps L. & C.
Towns having population of less than 5,000 are indicated by small letters L. & C. Paw Paw.
Main lines of railroads are shown heavy, thus—
Interurban trolleys are shown by broken lines, thus—
Suggestion to Travelers: Enlarge with ink the circles showing the location of towns to be covered: the most available route will immediately be seen.

A SUCCESSFUL SALESMANAGER

Records and develops sales.
Apportions territory.
Lays out salesmen's routes.
Knows the outlet value of each town.
Plans for business growth.
Keeps down selling costs.

FOR THESE AND COUNTLESS OTHER PURPOSES

Blum's Commercial Atlas

IS INDISPENSABLE

Bound in sturdy, convenient, loose-leaf binder

Price, complete, \$20.00

Ask for Catalog F.

BLUM MAP COMPANY

7 West 29th Street

New York City

Purchase a pocket edition of our individual State Maps from your local stationer. Price 25c each.

What is a Fair Profit?

Today, both buyers and sellers are in the position of the men selling to the old-clothes man—no one knows what anything is worth. And that is why it is easy for any man to convince himself that whatever prices he charges are fair. For every man who sells also buys, and his sales prices are often but a reflection of the impotence that he feels in buying.

We are all of us too prone to forget that the buyer who goes away from us feeling that he has been cheated is the seed of our future bankruptcy. The man who declares that he will "get his now while the getting is good," never does get his, for the shortsighted greed that prompts his action never knows where to stop, and the end is financial shipwreck.

Does this not suggest the importance of every business strengthening its position with its trade by a well-planned mail campaign?

Our recommendation is to prepare a series of well-written, carefully analyzed pieces of literature, and mail twice a month—every month for six months or more—talking frankly to the trade—your customers and prospects—about your business and their business.

A distinctly reserved attitude on the part of buyers will be your biggest problem. Prepare for the shift—write us today—we can help you.

An organization of 300 people offering a complete service in plans, copy, printing, addressing and mailing.

BUCKLEY, DEMENT & Co.

Direct Mail Advertising

MARKETING PLANS AND MAIL ORDER SELLING

1308 Jackson Boulevard

Chicago, Illinois

Telephone: Monroe 6100

MARKET SURVEYS

A knowledge of your market is important in selling by mail. Our services include a study of territories, products, methods of selling, competition, dealer influence, consumer demand, accurate determination of right mailing lists and the most effective marketing plans.

You Have a
Standing Invitation to
Call and Inspect
Our Plant
and
Up-to-date Facilities

You will find upon investigation that we appreciate catalogue and publication requirements and that our service meets all demands.

We own the building as well as our printing plant and operate both to meet the requirements of our customers.

Day and
Night Service

The best quality
work handled
by daylight



One of the largest and most completely
equipped printing plants in the United States

Printing and Advertising
Advisers and
The Co-operative
and
Clearing House
for Catalogues and
Publications

We assist in securing catalogue compilers, advertising men, editors, or proper agency service, and render any other assistance we can toward the promotion, preparation and printing of catalogues and publications. Our interest in the success of every legitimate business and publication prompts us to offer our assistance in every direction that appears practical and possible, and we invite suggestions with a view of making our service most valuable.

Catalogue and Publication

PRINTERS

ARTISTS—ENGRAVERS—ELECTROTYPERS

Make a Printing Connection with a Specialist and a Large and Reliable Printing House

Business Methods and Financial Standing the Highest. Inquire Credit Agencies and First National Bank, Chicago, Ill.

OUR SPECIALTIES

- (1) Catalogues
 - (2) Booklets
 - (3) Trade Papers
 - (4) Magazines
 - (5) House Organs
 - (6) Price Lists
 - (7) Also Such Printing as
Proceedings, Directories, Histories,
Books and the like.
- Our Complete Printing Equipment, all or any part of which is at your command, embraces:
- TYPESETTING**
(Linotype, Monotype and Hand)
 - PRESSWORK**
(The usual, also Color and Rotary)
 - BINDING**
(The usual, also Machine Gathering, Covering and Wireless Binding)
 - MAILING**
 - ELECTROTYPING**
 - ENGRAVING**
 - DESIGNING**
 - ART WORK**

If you want advertising service, planning, illustration, copy writing and assistance or information of any sort in regard to your advertising and printing, we will be glad to assist or advise you. If desired, we mail your printed matter direct from Chicago—the central distributing point.

Proper Quality

Because of up-to-date equipment and best workmen.

Quick Delivery

Because of automatic machinery and day and night service.

Right Price

Because of superior facilities and efficient management.

Our large and growing business is because of satisfied customers, because of repeat orders.

We are always pleased to give the names of a dozen or more of our customers to persons or firms contemplating placing printing orders with us.

Don't you owe it to yourself to find out what we can do for you?

Consulting with us about your printing problems and asking for estimates does not place you under any obligation whatever.

Let us estimate on your Catalogues and Publications.

(We are strong on our specialties)
(Particularly the Larger Orders)

USE NEW TYPE

For CATALOGUES
and ADVERTISEMENTS

We have a large battery of type casting machines and with our system—having our own type foundry—we use the type once only, unless ordered held by customers for future editions. We have all standard faces and special type faces will be furnished if desired.

Clean Linotype and
Monotype Faces

We have a large number of linotype and monotype machines and they are in the hands of expert operators. We have the standard faces and special type faces will be furnished if desired.

Good Presswork

We have a large number of up-to-date presses—the usual, also color presses and rotaries—and our pressmen and feeders are the best.

Binding and Mailing
Service

We have up-to-date gathering, stitching and covering machines; also do wireless binding. The facilities of our bindery and mailing departments are so large that we deliver to the post office or customers as fast as the presses print.

Rogers & Hall Company

Polk and La Salle Streets

CHICAGO, ILLINOIS

TELEPHONE WABASH 3381—LOCAL AND LONG DISTANCE



Personal Items

This corner has been set off to keep you informed of the movements of your friends and co-workers in the sales field. Help us to make it complete by sending in such personal items—especially new appointments—as you think would be of interest.



In recognition of his efficient work as general sales manager of the Studebaker Corporation of America for the past year, HARRY A. BIGGS has been appointed director and vice president in charge of domestic sales. E. H. MCCARTY, Mr. Biggs' chief assistant, will have the title of assistant to the vice president.

L. N. BURNS, at one time associated with the Racine Auto Tire Company, Racine, Wis., and until recently vice president and general sales manager of the J. I. Case Plow Works Company of Racine, has been made head of the Horse Shoe Tire Company of Missouri, the distributing organization of Horse Shoe Tires in Kansas and Missouri. Mr. Burns will be directly in charge of all sales for the two states, with headquarters in Kansas City.

H. G. OLIVIER, known in the automobile tire trade through fifteen years selling experience, has been appointed manager of the Indianapolis branch of the McGraw Tire & Rubber Company. Mr. Olivier was formerly associated with the Goodrich and Diamond Companies of Pittsburgh, Pa.

Announcement has been made that JOHN N. WILLYS, president of the Willys-Overland and the Willys Corporation, has been elected president of The Republic Motor Truck Company to succeed F. W. RUGGLES, retired.

JOHN S. MACDONALD, for sixteen years with the Victor Talking Machine Company, Camden, N. J., has been made sales manager. EDWARD J. DINGLEY, head of the machine order department, has been made assistant sales manager.

CHARLES S. CAMPBELL, vice president of the Durham Duplex Razor Company, has been elected president of Index Visible, Incorporated, New Haven, Conn. Mr. Campbell succeeds PROFESSOR IRVING FISHER, professor of political economy at Yale, and who is the inventor of the index visible system. Professor Fisher has been president of the corporation since its organization in 1913, but because of his educational work has been unable to give full time to Index Visible, Incorporated. Announcement is also made of the resignations of ROBERT D. HAYES, general manager, and JAMES J. REGAN, sales manager.

C. R. NEWBY, a member of the sales department of the Bethlehem Motors' Corporation, Allenton, Pa., has been made sales manager.

The Chicago Pneumatic Tool Company, Chicago, announces the election of ALLAN E. GOODHUE as vice president in charge of sales. Mr. Goodhue became associated with the company a year and a half ago, and has been managing director of the Consolidated Pneumatic Tool Company, London, England, the English subsidiary of the company. This company recently lost one of its executives through the death of W. P. PRESSINGER who was identified with the reorganization of the company, prior to the removal of their general offices to New York City.

It is announced that the Autopoint Pencil Company, Chicago, have added to their organization two additional directors, J. B. IRVING, president of the Irving-Pitt Manufacturing Company, Kansas City, Mo.; and A. POMERANTZ of Pomerantz Company, Philadelphia, Pa.

FRANCIS J. BEST has been made general manager and sales manager of A. A. Vantine & Company, New York. Mr. Best was formerly advertising manager of Franklin, Simon & Company and previous to that was advertising manager of R. H. Macy & Company.

FRANK TAGGART, formerly sales manager of Wells & Richardson Company, "Diamond Dyes," Burlington, Vt., and at one time with the Carey Salt Company, Hutchinson, Kansas, is now associated with Robert Hoyme, Incorporated, New York.

CHARLES H. HUNTER, formerly vice president and sales manager of the Elliott-Fisher Company, Harrisburg, Pa., is president of the Hunter Motor Car Company, also of that city. This newly organized company will concentrate on a single chassis, furnishing two styles of bodies—five passenger touring car and a sedan.

EVERETT H. HOLMES, who for the past six years has been eastern sales manager for the Hobart Cable Company, La Porte, Indiana, has severed his relations with that company to become general sales manager for the Remington Phonograph Corporation at 1662 Broadway, New York. JAMES S. HOLMES, his father, is vice president and general manager of the company.

GEORGE W. HOPKINS, general sales manager of the Columbia Graphophone Company, makes the announcement that ROBERT PORTER has been appointed to act as field sales manager of the company working in conjunction with the general sales department. Mr. Porter's work will include visits to Columbia branches throughout the country and will co-operate with the organization along practical lines.

B. DYER has been made sales manager for the lubricant department of the Acheson Graphite Company, Niagara Falls, N. Y., makers of "Gredag." Mr. Dyer was formerly manager of sales extension for the Aluminum Castings Company, Cleveland.

NORVAL HAWKINS' Latest Book

"Certain Success"

is now ready. It supplements his other book, "THE SELLING PROCESS," which the big ones call "the world's best" on selling. Hard to believe, but there really are a few salesmen and sales managers who aren't interested in what goes on in the mind of the man who was Sales Manager of the Ford Motor Co. during the 12 years of its phenomenal growth. "CERTAIN SUCCESS" is \$3.75 postpaid—money back on request. If you prefer, use or copy the coupon below. If you want "THE SELLING PROCESS" also, price \$3.75, add the words "Send T. S. P. on same terms."

E. M. DUNBAR,
1914 Rowena St., Boston 24, Mass.

You may send me "CERTAIN SUCCESS" postpaid on approval and within one week of its receipt I will either send you \$3.75 or return it.

Name

Address



The DIRECT-MAIL "HOW"
is answered in this monthly journal of direct-mail advertising. Articles from those who have had practical experience with letters, booklets, circulars, enclosures, house organs, etc.
How to Write Letters that \$1.00 Will Buy; How to Collect Money by Mail; How to Conduct a Real Follow-Up; How to Use Mail Salesmen—these and similar subjects covered. If you want to keep abreast of the latest in direct-mail work—if you want the biggest dollar's worth you ever bought, send your subscription NOW.
MAILBAG PUBLISHING CO.
1800 E. 40th St., Cleveland, Ohio

RUTHRAUFF & RYAN
INCORPORATED
ADVERTISING
404 FOURTH AVE. at 28th ST., NEW YORK
CHICAGO: 30 NORTH MICHIGAN BOULEVARD
BALTIMORE: 209 NORTH LIBERTY ST.

POSTAGE
The 25c monthly magazine that tells how to transact business by mail—Advertising, Selling, Collecting, Catalogs, Booklets, Circulars, Letters, Office Systems, Money Saving Ideas. Since 1916 the official magazine of The Direct Mail Advertising Association. 6 months \$1.00; 1 year \$2.00.
POSTAGE - 18 East 15th St., New York City

18 Ideas in Every Issue
Send 25 cents for one year's subscription to **SELLING AID**—with 72 business-winning plans for stimulating sales, following-up—to aid salesmen, help dealers, get mail order results, collect—ideas for letters, house organs, bulletins, enclosures, postcards.
Proofs of new advertising cuts free!
SellingAid 634 Sherman Street CHICAGO

How do your salesmen dispose of price objections? Are they working their territory to best advantage? How do they handle the buyer who "can't be sold," who "isn't interested," etc.? Are they making the most of their time and cashing in on their spare moments?

FIELD TACTICS FOR SALESMEN

reviews the most successful plans and methods used by star salesmen the world over. It is more than a manual on better salesmanship—it will give your salesmen a new perspective of their relation to the business and inspire them to bigger thinking and bigger doing. Most practical concise and helpful handbook for salesmen published. Compiled by J. C. Aspley, editor of Sales Management Magazine, with the co-operation of over 800 sales executives subscribing to the Dartnell Monthly Sales Service.

"What Every Salesman Wants to Know"

"The twenty-eight copies of FIELD TACTICS which we just purchased from you have been mailed to our various field men, and they are all very enthusiastic over the little book. You have certainly gotten together some good, sound logic which appeals to the man on the firing line. I think it is one of the best things I have ever read. The appeal is especially strong because it is couched in the homely, everyday language which means so much to the men in the selling end. The average salesman from time to time welcomes information such as this, and I am sure we all are deeply indebted to you for this little book."—W. A. Cory, Sales Mgr., Otis Elevator Co.

"Absolutely Practical"

"Please enter our order for one dozen copies of FIELD TACTICS. You certainly have gone a long way since you started The Dartnell Corporation, and you have kept your feet so long on the ground that you are building up a remarkable reputation for being absolutely practical."—H. D. Allen, The Power Farming Press.

Its Completeness Pleases

"The writer has read FIELD TACTICS and wishes to compliment you on the completeness of this book. We are so well pleased with it that we want to put one in the hands of each of our salesmen."—Weston Green, President, Green & Green.

The manual is pocket size, 112 pages, and neatly bound in boards. It is printed in large type, uniform in style with "Salesman's Correspondence Manual," "What a Salesman Should Know About Credits," etc., of same series.

Price (mailing charges prepaid) \$1.10 on Approval.
Special Embossed Leather Edition \$1.50.

THE DARTNELL CORPORATION, 223 West Jackson Blvd., Chicago

"Every Salesman Should Have a Copy"

"The writer has read a good many books on salesmanship, and without a doubt you have produced the very finest manual that it has been his pleasure to review. We think so well of FIELD TACTICS that we have instructed all of our New England salesmen to write you for a copy. A list of the salesmen is attached, and we want you to notify us of any members of the organization who do not send their orders to you. All told, you should receive orders for seventy-five copies from us, this to include our New York and Philadelphia offices."—A. H. MacCaffray, Sales Mgr., Hollister, White & Co.

"Very Valuable Information"

"In my opinion, FIELD TACTICS contains a lot of valuable information and facts from which any salesman may profit. Please enter our order for 100 copies."—A. D. Graves, Mgr. Trade Sales, Pratt & Lambert, Inc.

"Best Book I Ever Read"

"FIELD TACTICS, which you have just sent me, is one of the best books I have ever read on this subject. Every salesman who reads this book is sure to profit greatly by it, and we think so well of it that we are anxious to have our salesmen receive a copy of it. Please quote me a price on seventy-five copies."—A. W. Logan, Sales Mgr., G. Sommers & Co., St. Paul.

OUR EXPERIENCE WITH PRIZE CONTESTS

(Continued from Page 468)

tests, but who are considering using them here is our message:

First, sell yourself thoroughly on the prize plan. Find out what it has accomplished for other sales forces.

Second, make a careful investigation and find out how various companies operate their contests.

Third, do not take anybody's prize plan, but design one of your own, fitted for your own peculiar needs.

Fourth, make your contests simple and see that they are thoroughly understood by every man on the force.

Indianapolis, Ind., June 30, 1920.

Dear Mr. Kooken:

When you read THE BOOSTER and learned that July was STEINER MONTH, I know you must have said to yourself, "Well, here's where I show the BIG CHIEF that I'm SOME SALESMAN." Now, isn't that about what you said?

I know you will show him a sales record for July that will make all your previous records look like thirty cents.

It is certainly fine that STEINER MONTH comes in July, as July is the very best month of the year for business. Now, Kooken, don't let anything keep you from getting that business for the General, will you?

There are certain months in the year when a salesman will make up his mind to show his Sales Manager what he really can do when he wants to. Well, July is that month, Mr. Kooken, and I am depending on you to get your share of the BLUE ONES for your Chief.

A beautiful silver loving cup is your reward for smashing all records in STEINER MONTH and fattening your bank account.

I know there is not a man in the Western District who will fail to hit the ball for Steiner this month.

Drop me a line and just say this: "Lushbaugh, you can count on me to slug the old pill at least five times for Steiner in July."

Cordially yours,
District Sales Manager.

THESE LETTERS KEEP MEN ON TOES.

Fifth, after a contest is under way keep hammering at all your men and keep the subject of contest fresh in their minds from the first day until the last day.

Sixth, after the contest is all over, see that the winners get the proper publicity and recognition.

GEORGE M. BERRY is now vice president and general manager of Stevens-Duryea Incorporated, Chicopee Falls, Mass. Mr. Berry recently resigned as assistant commercial manager of Willys-Overland, Incorporated.

The High Cost of Laziness

An adequate advertising appropriation is sometimes a bit of a boomerang.

"We've a proven product and plenty of money, and we can't fail," says Mr. Manufacturer. "We're going after the consumer, and going after him right.

"Bring on the copy and the list, and let's fix up a schedule."

"STOP. If it's NEW YORK you're about to invade, you've forgotten something.

SELL THE DEALER FIRST

"Sell the dealer first—or it'll cost you a pretty penny." Three months ago we said all this to a successful manufacturer—but didn't get it over. In May he spent \$7,000 in New York newspapers; in June \$9,000.

AT LAST—on July first, he decided to work up a little dealer co-operation, in the hope that the \$20,000 appropriated for July may sell more goods than the \$16,000 that preceded it.

It will.

Try advertising in newspapers by the year

THE NEW YORK WORLD'S MERCHANDISING DEPARTMENT

Mallers Bldg., Chicago

Pulitzer Building, New York

Ford Bldg., Detroit

Sales Management

is the only
publication
in its field
belonging to

*Audit Bureau
of
Circulations*

Gross Circulation
August issue
7,100 Copies ABC

Advertising Rates

Full Page \$50

Half Page \$30

Letters to Salesmen

Send your salesmen my stimulating weekly letters. One month's trial service, \$1.00. House Organ and Sales Bulletin Contributions furnished at a moderate charge.

JOHN J. LUTGE

Sales and Advertising Counselor

363 W. 27th Street, New York City



Handy Expense Books

For Traveling Salesmen

Save time and trouble for salesman and book-keeper because they eliminate all carrying forward and reduce the possibility of error. For weekly accounts.

100—\$ 3.00 charges paid
500—13.75 f. o. b. Richmond
1000—25.00

Sample Free.
GARRETT & MASSIE, Inc., Publishers
P. O. Box 1887-D, Richmond, Va.

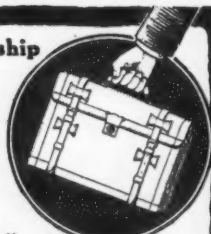
Good Salesmanship Demands

that you carry
your samples,
catalogs and
price lists safe-
ly and sys-
tematically.

CENTURY PORTFOLIOS

because of their well
arranged interiors, afford you that con-
venience. Made in various sizes and
styles. Strong — roomy — attractive.
Prices reasonable. Investigate.

Send for illustrated "Catalog B" today
CENTURY LEATHER CRAFTS CO.
350 Broadway New York City



A Sales Manager's Warm Weather Letter

Written By Fred E. Dayton

Vice-President in Charge of Sales, Ajax Rubber Company, New York

The reason why so many salesmen do not maintain high sales records during the warm weather is because they don't try. They loiter about waiting for the cool weather and bask in the cooling zephyrs of the office fan. When this condition develops it is the sales manager's job to stir them into action. This letter by the chief of one of the country's most successful sales organizations will show you how one sales manager puts the issue squarely up to his men.

AT night we paint beautiful pictures which seem to fade with the coming of morning sunlight. We want to set rivers on fire at night and in the morning we borrow a match. We have been painting pictures for six months of the current year. We have seen visions of success. Now comes that cold, unyielding daytime when either we make good or see our picture fade away as a mirage lost in the mist of indolence and inaction.

In the last half of the year we can (and we must) galvanize our thoughts and wishes and hopes for success into the evidence of accomplishment, which is measured in orders taken and shipments made. This second six months period is certain to separate the incompetents from the competent. It will make or break. A drone or idler will be shaken off and quickly because the red figures of losses will loom large. And black figures of profits will just as certainly be realized from honest efforts, intelligently directed and continuously applied.

The more a man gives of himself the more he has left to give again. The more successful a salesman is for his company the greater is the measure of his personal success. Saying it again will bring it home, perhaps, to some unthinking person who may not realize that the law of compensation is all powerful—that we reap what we sow; that we take out what we put in; that what goes up must come down and that you cannot expect your ship to come in if you have never sent one forth.

If we could only inspire in the minds of all salesmen an all-consuming ambition fire and a determination to succeed which would not be denied, and which would not tolerate failure, we could put our program through in jig time which would be tremendously important for us, but a thousand thousand times more potent for the individual.

Good trees will always have dead limbs and so need pruning frequently to remain healthy, but who wants to be a dead limb on a live oak?

From six to twenty tire salesmen go into every territory. There is always one salesman who writes the most business, who is the best man. We want that best salesman to be Ajax. There are good natured salesmen who get the dealer's smiles and resourceful, pleasantly insistent salesmen who get the dealer's orders. Clowning mountebank story telling salesmen are welcome visitors on slow days but a salesman who leads a dealer into bigger sales and more

profits is the fair-haired child who gets the orders.

Just one word! There are Gloomy Guses going over the country hanging crepe on business doors. There are dealers, too, who will take out their pocket handkerchiefs and cry over the remains, and who will grow sad and sympathize over an unknown corpse. It's a funny thing in human nature that a mourner can talk to a business man, who may hate him as much as a boil under the instep.

Business is what we make it. Let's make ours good!

If it's hard to get an order there's more glory in getting one. If there are many seekers and a few prizes there's more pride in winning, more pleasure in achievement. The dealer, too, thrives on encouragement. He prefers to hear of Babe Ruth's home run success rather than the dead march of any Saul. And if the dealer is looking through dark spectacles he wants a monopoly of the privilege. He doesn't want to share it with a salesman. He wants to be alone in his grief.

Be the Sunshine Kid! Sir Thomas Lip-ton can cash on the defeats of his Sham-rock yachts, but nobody else ever turned defeat into a tea-selling asset. So let's walk bold into the front door, with everything set, talking our own good times. We can let those other fellows sit up with sick friends while we play the live ones.

If you do your full part we'll make July the biggest month Ajax ever saw. You tell 'em, we'll put the axe in Ajax and chop our way through.

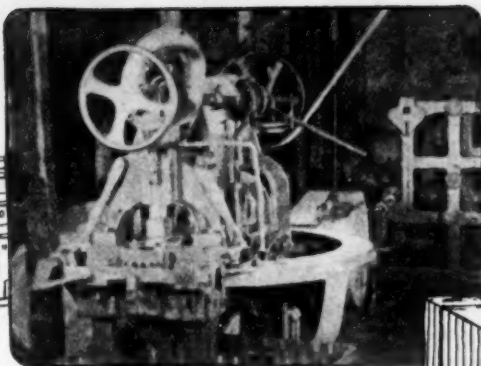
Here is a bit out of the speech of Chi Chen Nieh, president of the Chinese Chamber of Commerce, at a dinner in his honor given at the Bankers' Club in New York:

"If you want to develop the Chinese as buyers you must develop their industries. You in America spend more than \$50 a person each year for clothing, while we in China spend only \$1. If we could increase our buying power to \$2 we could take the entire output of your New England mills.

R. B. FULLER, formerly with the Carborundum Company, Niagara Falls, N. Y., has been appointed assistant sales manager of the Royal Typewriter Company, Incorporated, New York, to succeed George W. Cochrane. Mr. Cochrane resigned because of ill health.



Taking the Plant to the Prospect



ON PATHESCOPE FILM



Celluloid Films Are Dangerous. The operation of any portable projector USING CELLULOID FILMS without a fireproof enclosing booth is prohibited by State, Municipal and Insurance restrictions, and the violator is frequently subjected to severe penalties.

Pathéscope film is "Safety Standard"—labeled by the Underwriters' Laboratories "Enclosing Booth Not Required." Pictures can be shown anywhere, at any time, without violation of any regulations.

ON the insistence of their star salesman, Jim Brown, the A— Company bought a Pathéscope Projector.

Jim's biggest prospect had stumped him. He had been unable to get his sales story "across." This story dealt with manufacturing methods, processes and capacities—things the prospect didn't realize were involved in making A—'s product. The telling took too much time for busy, pre-occupied executives. Besides, they heard such stories every day.

The executives were just as busy and as indifferent as ever when Jim called with his Pathéscope Projector, but when he explained that he "had some motion pictures" of manu-

facturing operations, they were interested.

The superintendent quickly saw that the A— Company had a real plant, much finer than he had ever supposed. He learned what was involved in turning out their product. He approved the methods used in set-ups and handling between operations. He saw that the methods were efficient in the use of labor and materials. He noted that the A— plant certainly had the capacity and could make deliveries, and that they left no stone unturned to make the A— product right. Finally he got a new idea of what the A— product could do for his company.

And Jim and his Pathéscope "sold" him.

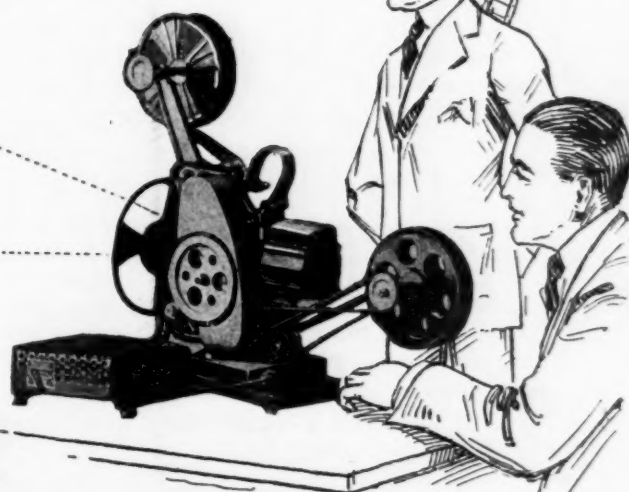
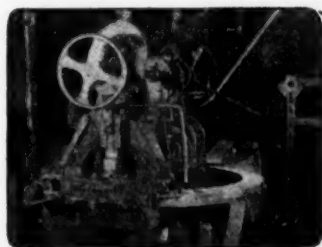
The Pathéscope Projector weighs only 23 pounds. Can be carried in a small suit case. Operates on any light circuit. Does not require an expert or licensed operator. Descriptive literature on request.

The Pathescope Co. of America, Inc.

Willard B. Cook, President

Suite 1824, Aeolian Hall, New York City

Agencies in Principal Cities



THE NEW PREMIER
Pathéscope
Flickerless "SAFETY STANDARD" Motion Picture Projector



EDITORIAL

The Rising Star of Sales Management

One of the vice-presidents of a wideawake middle western corporation dropped in the other day. He wanted to tell us about the reorganization that his company was making. Among other things, he said that the new executive board, controlling the policies of the business, would be made up of the president, as chairman, four vice-presidents, each of them in charge of some specific branch of the sales, the secretary in charge of production and the treasurer to keep the money bags from springing a leak. The significant feature of this committee, to our mind, is that there are four sales votes to three production votes, if you wish to put it that way. In other words, this company is attaching so much importance to selling that it has appointed a steering committee dominated by sales managers to run the business! The same day we picked up a piece of literature and read that John H. Patterson is now devoting three-quarters of his time to perfecting the marketing of his cash registers, and only one-quarter to the making of them. This may or may not be true. We don't know. But there can be no question—speaking in a broad way—that the sales manager and scientific sales management are coming into their own.

To quote John M. Bruce, writing in *System*:

"Our nation has grown so fast that we have not had to sell. The demand for our products has most of the time outrun our capacity to produce. A few highly competitive industries have had to develop really able sales managers, and sales organizations; but in company after company one finds all the high-powered and high-paid intelligence concentrated on the financial and production problems, while the sales department is regarded with a sort of easy-going tolerance.

"From that comfortable situation we are presently to be awakened with a severe jolt. It may come in a year, or two years, or five; no one can be sure just when. But sooner or later all of the world's workers will be at work again; stocks will begin to pile up in warehouses and on the dealers' shelves, and the man who knows how to *make goods move* rather than the man who knows merely how to make goods, will be the man every employer will need. The position of sales managers has always been the most interesting position in business, to my way of thinking; it is going to be the most important. And there aren't anywhere near enough real sales managers to go around."

* * *

The Case of Bloomer

Without criticizing the judgment of many able business heads who formally contract for a sales manager's services, we believe, generally speaking, that this practice is unnecessary, unwise and

unsatisfactory. From the employee's point of view, a contract is undesirable, to say the least. About all a contract means is that the sales manager cannot ask for an increase in salary for the period of the contract, and in case of discharge it provides him with a basis on which to wage a lawsuit. From the company's standpoint, it is assured of the man continuing in its employ during that period, without any salary demands, but who wants a sales manager on the pay roll whose whole heart is not in his work and whose loyalty to the company is questionable? How can such a man get results? How can he refire his salesmen with that needed enthusiasm? How can he build up the goodwill structure on which the future of every business depends? He can't do it, and he doesn't do it. The sales manager takes the attitude: "You can't fire me, so I'll just do what I please." Things grow from bad to worse. The salesmen are antagonized, they become disorganized and grow indifferent. They begin to drift off into other jobs. The only course left to the management is to either pay the balance of the contract or dismiss the sales manager summarily and fight it out in court. Court records are filled with such cases, of which the current case of Bloomer vs. The Imperial Belting Company is a good example. It would have been far better for both the Imperial Belting Company and Mr. Bloomer if, instead of their finely drawn legal contract, there had been a gentleman's agreement—in writing, perhaps, to avoid misunderstanding—covering the salary, conditions of employment, arrangements for future increases, and other items of moment, with a clause to the effect that in the event of dissatisfaction the agreement could be cancelled on sixty days' notice by either party. The sales manager who is selling his services cannot get very far unless he is willing to stand behind his product, and certainly it is poor business tactics for a purchaser to sign an open-and-shut contract to pay a stipulated price for a product of unknown quality. He might save his company a little money occasionally on such a contract, but in the long run the kitty will get the saving—which, in this case, is our good friends, the lawyers, who proceed on the theory that if they can't beat you in the lower courts they will beat you higher up.

* * *

Don't Put An Alibi in Your Salesmen's Mouth

We asked a veteran sales manager the other day how business was. "Rotten," he said. "Fact is, we will have to close down the mills pretty soon if things don't break." "Then," said we, "you are going to stop advertising?" "No—oh, no. We can't stop advertising—it would take all the heart out of the salesmen and give them a new alibi. The Lord knows they have enough alibis already without putting any more in their mouth." Of course, everybody knows that the time to advertise the hardest is when you need business the most, but it had never occurred to us in just that way before.

COMMENT



Of course, there are some salesmen who would keep driving ahead regardless of what happened to the advertising. These are the fellows who are spitting on their hands now getting ready for some old-fashioned hard work. But, unfortunately, the average salesman is an alibi hunter. The best way to convince him that the business is there is to go after it yourself—with redoubled energy—through advertising.

* * *

Each Sales Executive Must Earn His Keep

On the whole, the steps being taken by most business heads to perfect their "officer personnel" are wholesome. But we must not permit our ambition to perfect the supervision of the salesmen make the organization top-heavy with executive overhead. Do not jump to the conclusion that an executive is profitable on the strength of a few isolated instances of results. No matter what a man's work may be, he should be handed a yardstick with which both he and the company can measure, month against month, his accomplishment. If the factor used is increased sales volume, establish a point system representing degrees of profit, so that you can see exactly what he is earning and exactly what he is letting slip through his fingers. The American Tobacco Company has followed this plan for several years. There is no guessing in this organization when it comes to promoting an executive. Hard and fast records are available, with the result that each executive in this finely organized selling machine knows that he has to earn his keep, and that, according to his ability to show a profit over and above that figure, his future promotion will be governed.

* * *

There Is Such a Thing As Too Much Imagination

If you have your advertising copy written by professional advertising men, it is a good idea to make a rule that every piece of copy should have the O. K. of some official of the company before it appears in print. If your company maintains a law department it might be even well to submit it there as well. If Montgomery Ward & Co. had followed this plan it is doubtful whether the complaint brought against them by the Federal Trade Commission for misrepresenting roofing cement would have been lodged. The same is true of numerous other citations issued by the Trade Commission. It is averred that Montgomery Ward & Co. advertised roofing cement as being free from coal tar, when they knew all the time that it did contain coal tar. We do not know whether this is true or not. But we do know that no mail order house can intentionally misrepresent its merchandise and stay in business. What undoubtedly happened was that the bright young man who wrote this particular piece of copy took somebody else's word on the questioned point and let it go at that, or as has so often happened before, an over-enthusiastic advertising man let his imagination run

away with his discretion. In either case, the result has been the same—the company's ever-alert competitors have seized the opportunity and the word has gone out all over the country that Montgomery Ward & Co. have been cited for misrepresenting their merchandise. Even if the charge is entirely unfounded, the damage to the fair name of Montgomery Ward has been done, for the newspapers who received this press dispatch from the Trade Commission will jump at the chance to curry favor with their local advertisers. You can't be too careful about the statements you make in print and in your letters. Better safe than sorry.

* * *

The Danger of Too Much Co-Operative Advertising

Word comes from the Tea Association of America that it is raising funds preparatory to launching a great co-operative "drink more tea" advertising campaign. There is merit in the suggestion and there is no question but that a campaign of proper magnitude would increase the per capita consumption of tea, just as similar campaigns increased the consumption of cranberries, oranges, raisins, coffee, prunes and other food products. The hitch in the plan, as we see it, is that in all of these co-operative advertising campaigns the support of the retail dealer is essential to its success. Advertising alone did not put Sunkist oranges over. The advertising was a big factor no doubt, but in the last analysis it was the sales plan behind the advertising that did the trick. The Sunkist people have been exceptionally successful in building up a great distributing machine and linking up the distributor with their merchandising work. But there is a limit to everything, even to the desire of the retailer to co-operate. The question is, will he push tea at the expense of coffee sales? If he gives up all his time to pushing cranberries, oranges, coffee, tea, prunes, etc., what time will he have to push his bigger profit-makers?

* * *

A Big Price Doesn't Always Mean a Big Profit

If there is any moral to be learned from the career of Lawrence Williams, president of the Oliver Typewriter Company, whose death is recorded elsewhere in this issue, it is the fallacy of thinking that a high selling price insures a longer profit. The experience of the Oliver Typewriter Company under Mr. Williams' management shows that it made its biggest net profit *after* the price of its machine had been cut in half. Not only was the profit per machine greater by nearly two dollars, but we understand that the earnings of both the salesmen and the company were very much larger. Volume is quite as important, if not even more important than the margin of profit per sale. That is why money spent in plans to increase volume usually comes back seven fold. This is a fundamental which might well be kept in mind at this hour when the temptation to shove prices up "just one more notch" is knocking at our doors.

Do Your Salesmen Have "Pets"?

By Eugene Whitmore

Here are some odds and ends in the way of selling ideas that may give you a few ideas for your salesmen. Not all of them are new, for after all there is nothing new in selling. But there are thousands of salesmen out in the field constantly developing and finding new uses for old ideas and it is our aim here to tell you about what they are doing. Use these suggestions in your salesmen's house organ, in general letters to the sales force and in your weekly bulletins.

MANY firms have found it desirable to transfer men to new territories simply because these men have found it easy to maintain an acceptable volume of business by merely calling on their "pets" on the customers who can be sold with the least effort. Call it laziness if you may, but it is mostly just human nature to decide that after a couple of calls that it is useless to try and sell so and so, and somebody else is grouchy the first time the salesman calls and he never calls again. Four years ago a certain salesman called on a firm within two blocks of his home office. The buyer went on record firmly—even with a tinge of peevishness—that he would never buy anything from the firm the salesman represented. A few days ago the salesman dropped in "just for luck" and found that the buyer who was there four years ago was no longer with the firm and that he had not been with them for over three years. But the sad part of it was the fact that he learned that a competitor from another town had been selling this firm for several years, and that it was a very desirable account. Yet this salesman had neglected calling on them for four years. A new man in this territory would probably have gotten the business because he would have known nothing about the Monday morning peeve the buyer had the day the first salesman called.

A sales manager was visiting one of his men's home and on the way from the car he noticed three fairly prosperous looking, though small, stores in the neighborhood of the salesman's residence. "Do you sell all of these fellows?" asked the sales manager. "Don't even call on them—they're too small for me to bother with. I let the jobbers take care of them," was the salesman's reply. The next morning the sales manager, in company with the salesman, called on these three stores and they learned to their dismay that here were three potentially valuable customers who knew little about their line because the jobber's men hadn't take the time to "sell" them. They took their orders. A small introductory order was secured from all three with no trouble, and the salesman has since worked them up to the point where they are really fair-sized buyers. In a brand new territory this salesman would never have overlooked these stores, even though they did look small. He would have been too anxious to show an increase to have overlooked a single bet on his first trip around.

Slang phrases are occasionally very expressive and often add snap and interest

to a salesman's selling talk, but bad English, sloppy enunciation and incorrect pronunciation are inexcusable. The story is told of a salesman who applied for a position on the selling force of an auto accessory house. During his conversation with the sales manager he referred to the chassis of a car, pronouncing it exactly as it is spelled. His ignorance prevented him being selected. "I could overlook a lot of other things, but if he don't know how to pronounce ordinary words referring to his business, I can't let him talk to the customers of my house," was the sales manager's comment. It is irritating to many people to listen to poor English. The salesman who says "doncher know" instead of "don't you know," and pronounces "education" as if it were spelled "edge-ication" fails to register a high opinion of himself or his house in the minds of the buyers.

A shoe salesman makes it a point to actually work as a clerk in the stores of his customers every Saturday afternoon that he has an opportunity. "The first time I did this I learned things I never knew about the shoe business," was his comment. He feels sure that he is much better fitted to advise with a merchant about his problems and actually render a merchandising service, in addition to selling shoes. Customers appreciate this help and profit by the constructive suggestions that this salesman is often able to make as a result of his actual knowledge of retail selling conditions. They are pleased to meet a man so intensely interested in his work. Then, too, the clerks are given an opportunity to learn better methods of salesmanship, fitting, and at the same time gather a great fund of information about leather, workmanship, and become very familiar with the points of this salesman's line. They are better equipped to push his shoes than those of his competitors.

"Whenever you see an unusually attractive display of our line in a merchant's window, hustle over to the photographers and have him make a picture of it." These are the instructions given the salesmen of a large manufacturer. They are, of course, instructed to have photos made of only the really unusual windows, and are allowed to order a certain number of photos during a season so the men are constantly on the lookout for the best window trims featuring their line. It is an incentive to prompt them to help the retailer make unusual displays. Often they go to considerable trouble to install an attractive display, when otherwise they might be warming a big chair in the hotel lobby.

However, the main reason for having these photos is so that the salesman will be able to show the dealers that a merchant in a nearby town finds his line profitable enough to feature. A photo of a big display in a merchant's window in a town thirty miles away is much more convincing to a merchant than a similar photo taken from a store in some town half way across the continent. The salesmen are proud of the photos and made good use of them in interesting all the merchants in their territory in featuring the line. The best photos are used in the house organ and in the dealer helps, the catalogs, and other direct mail publicity issued by the manufacturer.

A salesman well known in his territory uses this plan to sell the buyers who are out when he calls. He secures an estimate of the merchant's needs from one of the clerks, the stock is checked over carefully and a small order is made out according to the judgment of the clerks and the salesman. The order is left for the merchant, together with a short note something like this:

"Mighty sorry I didn't get to see you, Mr. Doe, while I was here today. I went over your stock with Mr. — (clerk's name) and we found that you would probably need the merchandise listed on the enclosed order blank. If, in your judgment, this is correct, will you please sign the order and mail to me, using the self-addressed envelope herewith, as I will be unable to see you for some time. I hope that I will have the pleasure of seeing you on my next trip. With kindest regards, I am,"

Of course, many of these orders are never signed and mailed to the salesman, but more than enough to make it pay are mailed in, and it helps keep out competition and prevents the dealer's stock from running low.

That old yarn about the western real estate dealer who was asked to speak at the funeral of a friend should inspire salesmen. It is told that upon the completion of his remarks about his deceased friend that he requested permission to "say a few words about our beautiful little city and its salubrious climate." Perhaps this fellow was entirely too enthusiastic about his "line," but nevertheless many salesmen could acquire some of this same enthusiasm and make it profitable. The man who never passes up an opportunity to "say a few words about his line" and make friends for it is sure to be successful. Prospects—good live ones, too—are often unearthed in the most unexpected places.

How long is seven years?

Seven years seems like a long time to look ahead in your business?

Those giggling 14-year-old school-girls seem preposterously silly, and less than nothing to your sales plans?

Those gangling boys seem insupportably kiddish, and only so many ciphers as far as your business is concerned?

If you can't get their point of view now, what makes you think you can seven years from now?—

—when those same school-girls will be shopping for fabrics and furniture and groceries and perambulators and—fill in your own product right there;

—when those same boys will be buying clothes and razors and automobiles and there's a dotted line for you to write on.

What are you doing to build that factor of your business that some concerns list at one dollar because its value is so great that it is incalculable—good-will?

If you don't know how to make a good-will impression on the most impressionable age you are not so very

well equipped to make a good-will impression on the later ages when cartilages and mental processes alike are hardened.

* * * * *

To have good-will when you need it you have to seed it when you don't need it, and cultivate it like an orchard. Or else do some very intensive forcing.

A million of money spent all in a week can't bring one little apple sapling to fruit, nor buy ready-made good-will.

Time and moderate money can build good-will. If you have wasted time, you can still build good-will—though for a while it will take more money. *Advertising* money. For the right kind of advertising is the one force that can be employed to replace those dormant years.

But once well started, your good-will will be visible from a mile away—standing with a bole like a column, branches innumerable, and deep-webbed roots; something that can't be plucked like a wayside flower for somebody's buttonhole.

HANFF-METZGER

INCORPORATED
Advertising Agents

Jos. A. Hanff
President

95 Madison Avenue, New York

Geo. P. Metzger
Vice-President

"Snappiest Little Sales Bulletin I Have Ever Read"

Let us Send You a Sample Copy Free



Terre Haute, Ind.
March 22nd 1920

National Salesmen Training Ass'n.,
85 West Jackson Boulevard,
Chicago, Illinois.

Gentlemen:-

Received in this morning's mail
your pamphlet entitled, "SALESOLOGY." I have read
every word of it and must say that this is one of
the snappiest little sales bulletins I have ever
read.

I want you to be sure to put my
name on your mailing list so I will not miss a
single issue, and mail me invoice covering charges,
whatever they may be.

Yours very truly,

CHAS. W. BAUERMEISTER CO.

J. D. Loughery

JDL:CM

What Would a Sales Manual Add to Your Volume of Sales?

It has been proved beyond a doubt that concerns using a Sales Manual have a distinct advantage in the matter of breaking in new salesmen.

To the experienced salesman it also means a ready book of reference in the best methods of selling his line. A Sales Manual in the hands of your salesmen will add to their all-round efficiency because it will eliminate any uncertainty in the salesman's mind in regard to his line or the policy of his house.

We are specially qualified and equipped to prepare a Sales Manual for your organization. For full particulars check the Coupon.

Read what Mr. J. D. Loughery, Sales Manager for the Chas. W. Bauermeister Company, Terre Haute, says about the first issue of SALESOLOGY in the letter to the left. Over 1,500 Sales Managers and Executives have written and complimented us on this snappy, live little magazine. We want you to look over a copy and see for yourself why those who have read copies of SALESOLOGY like it so well—why so many concerns are ordering quantity lots to distribute to their salesmen. Just check the coupon below for a sample copy.

Do You Need Salesmen?

No Charge to You or to Our Members

Without any cost or obligation we will be glad to place you in touch with any number of salesmen you may need. There is no charge for this service either to you or to those we recommend. Hundreds of the best known concerns in the U. S. and Canada are using this Service with great satisfaction. We have Members of all types, nationalities and experience ready to step into sales positions. The average age of our Members is 29.

A Plan to Increase The Efficiency of Your Salesmen

If you feel that your salesmen are not turning in all the business possible, it will pay you to let us send you some interesting details about our Plan for putting more pep into sales forces.

A large paint manufacturer since adopting this plan writes: "We notice larger and better orders and we are able to do more business with less salesmen, thanks to your Plan."

CHECK HERE FOR

Sample copy of
SALESOLOGY ☐

Information about
Group Plan for putting
pep into Salesmen ☐

Particulars about
Sales Manual ☐

National Salesmens Training Association
Suite 515-27 Monadnock Building CHICAGO, ILLINOIS

National Salesmens Training Association, Employer's Service Dept.
Suite 515-27 Monadnock Building, Chicago, Ill.

Without obligation, please give us the particulars about members
of your association for whom you are seeking sales positions.

We plan to employ additional Salesmen. How many?.....

Territory

Firm

Street..... City.....

Line..... Manufacturer..... Wholesale House.....

Paying Salesmen for What They Do

By John M. Bruce

Mr. Bruce is well-known to the readers of SALES MANAGEMENT through his work with the American Tobacco Company, and more recently as vice-president of the Remington Typewriter Company. He was one of the first sales managers to develop the point method of fixing sales tasks to a high degree of efficiency. The following article is published by special arrangement with SYSTEM, The Magazine of Business. It is a part of a very interesting article appearing in the August issue of that publication.

ONE of the most popular brands of tobacco which was much used in rolling cigarettes was slipping badly. It was the bread-and-butter product of the company, and the situation caused great concern, but no two officials could agree on the reason for it. We concluded that there was no use in guessing when we might just as well know; so we prepared a questionnaire and sent it out to the salesmen, offering 10 cents for each questionnaire filled out and returned. It was a revolutionary proposal in that business. The company had for years been asking its salesmen to do various things for the dealer—arrange the stock on his shelves, trim his windows, and the like, but with no thought of paying them for the specific work performed.

We received 20,000 questionnaires in three weeks; we put them onto a calculating machine and the big question was answered in about two hours. We found that a whole new generation of young men had grown up in the country who did not know how to roll a cigarette. The cheap brands of ready-rolled cigarettes had come into the market and were gradually putting our bread-and-butter brand out of business.

Thereupon we proceeded to make every salesman an instructor in the art of rolling cigarettes. We paid them for every man they taught. We put demonstrators in the windows at prominent corners to show how easy it is to roll a cigarette. And right away the sales curve stopped going down and began to move upward again.

Salesmen are very human, like the rest of us. They will travel just so far on loyalty—about as far as the rest of us will—but they will travel indefinitely on results that show up in their pay envelopes. Until your sales manager learns this simple axiom, he isn't a real sales manager. We've got to give up the idea of paying on mere volume, and be willing to pay on profits.

I was talking along these lines to a convention of sales managers in Chicago one evening. At the close of my talk the sales manager of a great grocery house took issue with me. He said in effect that the system of paying salesmen bonuses on specific results was all tommy rot. Volume was what counted; he could get all the results he wanted by offering three big prizes to the men

who would make the largest increase in their sales in a given period. Moreover, he said, he would prove it to me.

A few months later I was in Chicago again, and he showed me very proudly the results of his prize contest. The winner of the first prize has increased his sales from \$18,000 to \$300,000 in that short period.

"Show me a bonus system that will get results like that," the sales manager said.

I answered him with a question.

"The sugar market has been going against you pretty strong for the last few months, hasn't it?" I asked.

He admitted that it had.

"How much of that man's increase is in sugar?"

He hadn't thought of that. When he analyzed the records he found that almost all of it was sugar.

"How did you know that?" he demanded.

I told him that it was simple enough, that no salesman could show an increase of those proportions unless he was giving the goods away. Every pound of sugar he had sold had cost the company money. The dealers knew they were buying at prices way below the market; it required no special gift of salesmanship to induce them to overbuy.

The salesman who stood fourth in the contest received no prize; yet his increase had been made almost entirely on the firm's own brand of canned goods on which the profit was the greatest. He had made substantial profits for the house—almost enough money to offset the losses on the sales of the prize winner!

Hard work; fairness; an open and growing mind—these are the qualities that you need to develop in a successful sales manager, as they make a man a success in any line. And always an eye to the figures. The sales manager who knows accounting is never heard to say: "I'll build up the line by selling this one product at cost, so as to cut down the overhead." If a product can't carry its share of the overhead, it can't pay its share of the overhead. Death and taxes are said to be inevitable. A third should be added in the sales manager's list—death and taxes and overhead.

And finally the chief rule of all is the oldest rule—the Golden Rule. I would rewrite it for the sales manager after this fashion: "Never do anything in business of which the man you buy of, or the workman in the factory, or the

man who sells for you, or the consumer, if he knew all the facts, could say 'That's smart business.' The only really smart business is the business which is profitable to everyone all the way through, from the moment the raw material is produced until the finished product is in the consumer's hands. No amount of sales ingenuity or analysis will permanently keep a business alive if it violates that great principle. And any business that builds on that rule intelligently must succeed. Such a business pays because it is right, and is right because it pays.

Perhaps this instance will serve to sum up my thought. Some months ago I was called in by the owners of an old-established industrial enterprise to consult with them about their sales problems. The business has been in the hands of members of the same family for three generations; its product is used in thousands of homes through the country. Looking at the institution from the outside, one would have said: "Here is a typical American organization of the best sort—efficient, alert, and progressive."

So far as production is concerned such an estimate would be largely justified. The company does make a good article and its costs are well in hand. But ten minutes in the sales department was enough to fill one with wonder and dismay. The "sales manager" was a clerk who had been given the title in lieu of an increase in salary. His duties were to mail out price lists, approve expense accounts, and award the prizes in an annual salesmen's competition; he was paid less than most of the men on the road.

From the point of view of sound selling policy the company had made almost every mistake that can be made. Its owners had lost their heads over war contracts, and had neglected their regular line, allowing their sales force to become demoralized while they strained themselves in the effort to do something which they were not fitted to do. Now, with the war closed, with supply gradually catching step with demand, they wake up in consternation to discover that they have no sales policy, no sales organization, and what is much more serious no understanding of the fundamentals of merchandising.

Salesmen's Expenses

(Continued from Page 474.)

certain economies that would not otherwise be possible because a salesman is conscientious when operating under our system of money he is spending for the company. He is responsible for his expenses to his branch office manager, but before they are finally passed they are approved by me. I have not found any methods in any of our territories where a salesman could shortcut and thus keep down the cost of operating. We always hold before them the fact that our selling expense figure is an important factor to the branch office manager and the productivity of the office is measured by this factor.

HOTEL GOSSIP

Down in Georgia a bill has been introduced into the legislature providing that a state hotel inspector be appointed and that said inspector must have served at least five years on the road as a traveling salesman, and must have been in active service on the road within four years of his appointment. Needless to say our good friends the Georgia hotel owners are not exactly pleased with the prospects of the bill passing. Neighbor Bohn, of THE HOTEL WORLD, taking up the cudgel for the hotel men suggests that the Georgia hotel men now introduce a bill providing for an inspector to be appointed from the hotel men's ranks who shall inspect and regulate the life and habits of the traveling salesmen in Georgia.

The present Statler hotels were reared on the ruins of two Statler failures, the old Statler Restaurant and later the Pan

American Hotel, both in Buffalo. Not to be discouraged by his youthful lack of success, Statler borrowed \$300,000 and with some capital made on a pie stand, built the Inside Inn at the St. Louis World's Fair, with 2,000 rooms. This one summer's venture netted him \$200,000 which he used as a nest egg in building the first modern Hotel Statler in Buffalo, the scene of his early defeat. Everybody in Buffalo said he was crazy, but Statler can do his own thinking. He fooled his critics by earning \$300,000 on the new venture the first year, and four months after opening his hotel he added 150 more rooms. The latest Statler enterprise, the Hotel Pennsylvania, New York, is now said to do 40 per cent of the business of the entire Statler string.

The Hotel Fort Shelby in Detroit is to have a 600 room addition, giving it a total capacity of over 1,000 rooms. When completed it will be the largest hotel in Detroit, and will be very convenient to the new Pennsylvania station going up at Fort and Third streets, the site of the present Union depot.

A hat checker at the Hotel La Salle, Chicago, sued the management for \$5,000, alleging that patrons had given him \$3,339 in tips for checking their wraps and that the hotel had forced him to turn this money over to it. Judge David of the Supreme Court held that the tips belonged to the hotel, inasmuch as the hotel had employed Gloyd (the hat checker) at a stipulated salary.

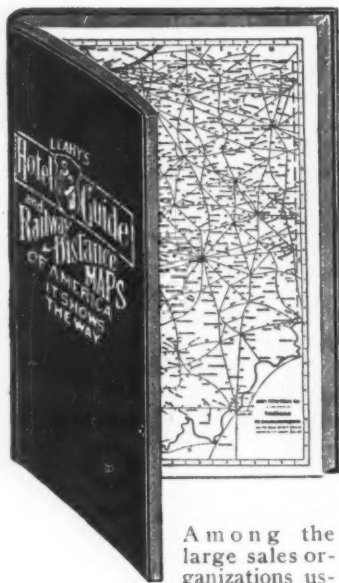
Now Philadelphia is to have another big hotel—the Benjamin Franklin, at Ninth and Chestnut streets. It will be a United Hotel enterprise with 1,200 rooms. The total investment will approximate \$9,000,000.

The P. R. R. has increased passenger service, effective May 23. A new 18-hour train from New York for Cincinnati, leaving New York 4:04 p. m. daily. It carries a sleeping car for Nashville, Tenn., and one for Chicago. The "St. Louisan" leaves New York at 4:50 p. m., instead of 5:04.

The "Mercantile Express" formerly departing from New York, now leaves Broad Street Station daily at 7:30 A. M.

Railway Distance Maps and Hotel Guide

We have on hand a few copies of the current edition of Leahy's Guide in both board or flexible binding. So far as we know these are the only copies of this very necessary data book obtainable at this time, the regular publisher's stock being exhausted.



Among the large sales organizations using this map for guiding salesmen's operations are The Palmolive Co., National Lead Co., Marshall Field & Company, Swift & Company, U. S. Rubber Corporation, etc., etc.

Used by Over 2,000 Sales Departments

Just the thing for laying out a salesman's route, for checking expense accounts and for sizing up a territory generally. In addition to the Maps, the Guide includes much valuable information regarding Hotel Rates and Accommodations. The pages of this Guide are 11 by 16 inches in size. It contains a full-page Railway Distance Map for every state in the United States and every Province of Canada and also of Mexico. It also contains Long Distance Maps of the entire United States divided in two sections.

Opposite each State Map is a List of all Towns in the State having a Hotel, and of all Railroad Junctions whether they have a Hotel or not. This List gives the Population of the Towns, Key location on the Map,

Names of all the Hotels together with the number of Rooms in each Hotel and the Rates and Plans of operation.

On the Maps, figures on the Railway Lines between the Towns indicate the distance from one Town to another. The State Map and the Guide List of Towns are always published on pages opposite each other so that reference from the List to the Map is easy.

The book contains over 126 pages of vital information for the sales department. Maps are used by large and small concerns in all lines of business. Your sales department is not fully equipped without one of these Guides. It will pay for itself several times over every month.

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The Sales Manager's Baby and Borden's Milk

—Send for Booklets
 "The Message of
 Months" also—
 "Baby's
 Biography"
 These little booklets
 are free for the asking



This Newspaper Clipping evidences two points—*first*—that every child is entitled to the right kind of a start in life—*second*—in this instance it was realized that the best start this particular Baby could get—was to be placed under the care and protection of a Sales Manager—then raised on Borden's Eagle Brand Condensed Milk.

A census among the most prominent sales executives of New York shows that the larger percentage of them were reared on "Eagle Brand" themselves.

Are you giving your children the same opportunity to succeed?

THE BORDEN COMPANY

Borden Building

New York City

Personal Services and Supplies

Rates: 25c a line of seven words; minimum \$2.00.

SALES EXECUTIVES WANTED

WANTED—Sales Department Office Manager and Correspondent. We have an opening in our sales office for a man who is capable of directing an office force and who has had contact with salesmen. He must be an able correspondent and one who has had experience in the merchandising of food products. Our preference is for a man who has been connected with a house that conducts its business on a national scale, and a knowledge of wholesale grocers throughout the country would be valuable. In your reply please give full particulars, including age, experience and salary desired. HANLEY & KINSELLA COFFEE & SPICE COMPANY, Chouteau Ave., Eighth and Paul streets, St. Louis, Mo.

POSITIONS WANTED

POSITION WANTED—A sales and factory manager with broad training in mechanical lines, now employed, desires to change to a bigger position. Address Box 803, SALES MANAGEMENT.

SALES PROMOTION MANAGER—Experienced sales promotion man, university graduate, 28, having a thoroughly practical training in outside selling and in all the important details of the modern advertising and sales promotion departments, wants to connect with manufacturer selling direct to user, preferably in Chicago, although location elsewhere will be considered if conditions are satisfactory. Sales correspondence, co-operation in backing up the salesman with follow-up, training of salesmen, intelligent analysis and organization of mailing lists, preparation of sales promotion literature have been carefully covered in 5 years of experience in this field. Now with prominent organization specializing in service to the direct mail advertiser. Reasonable as to salary to start. Box 802.

Sales Manager—My fundamentals are right. I can consider nearly any industrial proposition. My guess on selecting salesmen is as good as the next fellow's. Backing up the above with sixteen years experience in sales, sales management, manufacturing, advertising, technical and commercial engineering, general business, executive and organization ability makes my proposition worth while. Health and enthusiasm for thirty-five years is my boast. Location preferred in Philadelphia or New York. Box 806.

"We wish to take this occasion to let you know that we are very well satisfied with your service and have already gotten enough constructive ideas to pay for the entire year's subscription."—Crescent Macaroni & Cracker Co., H. J. Schmidt, sales manager.

SALES EXECUTIVES AVAILABLE

SALES MANAGER

Available September 1st.

Qualifications

Age 34, married. Well grounded selling and sales management experience covering twelve year period. Last eight years with specialty of national distribution. Has faculty for analysis; ability to shape policies and the capacity to carry them through. Has constructive sense of organization. A practical merchandising instinct. A student of human nature. Record: Has successful record in choosing, developing and handling salesmen. Has increased capacity of sales force. Has developed by sound tactics field existing at time he took charge. Has decreased sales costs. Seeks interview with principals. No objection to small proposition of merit where vision, courage and sound constructive ability will carry through a large, profitable distribution. SALES MANAGEMENT, Box 812.

Statistical and Research Assistant to a Manager—Man with ten years experience in assisting the general management and as an independent manager wishes to make a connection with good prospect for the future. Age 43. American. Graduate of three universities. Broad training in economics, statistics, finance, business organization, mathematics and research methods. Not trained in mechanics. Ten years experience in important executive position; principal ability and success apparently in statistical research aspects of the work; actual work has consisted largely of investigation, research, analysis, measuring results, working out costs, estimating for the future, projecting developments, planning, organizing, systematizing, studying personnel, and in the every day conduct of affairs. Entire career highly successful, as can readily be proved, but has about reached limit in present line. Will consider any location and any line of business. Salary depending on the prospects for advancement. Would spend a year in specific preparation for a particular work if attractive enough to justify. Box 810.

CHARLES H. BRENNAN has been appointed sales manager of the Jefferson Forge Products Company, Detroit, Michigan.

SALESMEN WANTED

WANTED—Young men for positions as Sales Engineers, calling on Superintendents, Managers, Engineers, Chemists and Metallurgists, for manufacturer of well known high grade automatic electrical and temperature equipment, extensively used in factories, power plants, chemical and industrial works. Knowledge of Physics and Elementary Electricity required. Graduates of technical schools preferred. Candidates must be free to travel in the great manufacturing and industrial districts. Young men of good address and ability to talk convincingly to engineers preferred, but no previous experience demanded. Men who have done any sales work successfully will be given special consideration. Write describing education and earning experience, if any, and stating age and salary desired. Box 808.

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We read and clip for thousands of busy people the best things on any subject appearing in the current daily and weekly newspapers. Send stamp for booklet or write us what you want and our readers will get it for you. Consolidated Press Clipping Co., 431 So. Dearborn street, Chicago.

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CARTOONS FOR SALESMEN'S HOUSE ORGANS, ETC.

Send for new proof sheet showing new sales cartoons by Lew Merrell. All sizes. Suited for use in house organs for salesmen, salesmen's bulletins, post card enclosures, etc. Cost less than zinc etchings alone. The Dartnell Corporation, 223 West Jackson Blvd., Chicago.

"Will it be possible to secure permission to reprint the article 'Six Men Who Might Have Been' in our house-organ? This is an exceptionally good article and no doubt most people in business can find a message in it which applies directly to him in one of the types described."—R. M. Bleak, Superintendent, Appliance Sales, Utah Power & Light Co.

I am a subscriber to SALES MANAGEMENT and consider it the most helpful magazine published today for sales managers."—O. S. Goodrich, vice president, Goodrich Drug Company.